



## Role Profile

**JOB TITLE:** AD Housing & Community Safety

**DIRECTORATE:** Health, Housing & Adult Social Care

**REPORTS TO:** Director Health, Housing & Adult Social Care

**DATE:** March 2019

### 1 PURPOSE OF YOUR JOB

Provide sustainable, appropriate and safe housing options and environment for York residents.

### 2 DIMENSIONS

Revenue income	£74,409,000
Revenue expenditure	£74,856,000
5 year capital expenditure	£199,322,000
Direct reports	6
Indirect reports	292

### 3 PRINCIPAL ACCOUNTABILITIES

- Determine strategy and policy for all aspects of housing ensuring all statutory strategies and plans are provided as required.
- Develop housing delivery plans to ensure the housing needs of York residents are met and ensure housing options are available so that the council can meet its statutory duties in the housing of vulnerable people and reducing homelessness.
- Provide the strategic lead in developing Housing sites for general needs and supported housing and lead on the council's housing enabling role ensuring that the authority maximise on the affordable element of new developments in the city
- Regulate and assure safe standards are maintained in all housing tenures.

- Provide a neighbourhood enforcement service to facilitate safe environment for residents and communities where people wish to live.
- Provide the Strategic lead on managing Anti Social Behaviour in the city.
- Maintain the council's housing assets in safe and fit for purpose condition.

#### **4 JOB CONTEXT**

The job role is responsible for the full range of housing activity from developing new provision; either directly built by the council or through other players in the housing sector, allocating council housing, maintaining the housing stock and enabling safe and pleasant environment for council tenants and communities. It has quite different functions and occupational roles and also multi agency services.

Some of the functions within the role operates within a statutory framework which the job holder is accountable for meeting. These include for example:

Production of strategies for:

Homeless – 5 yr strategy  
Community Safety - 3 yr  
Tenancy Strategy 3 to 5 yr

Statute also sets a framework around various aspects of housing; eligibility for housing, rent rates, housing safety standards and enforcement (including the regulation and licensing of private landlords including housing of multiple occupancy).

There are also statutory responsibilities in relation to community safety and the role is responsible for the Safer York Partnership and the work carried out by this team.

The role has close links with Public Health, Adult Social Care and Planning as the work can both impact on outcomes for these areas or with planning to identify opportunities to work with the private housing sector on developments to support council aims.

The job holder sets the objectives for the service and is accountable for the delivery. They have the authority to make decisions within the Council's delegations. They can also make decisions without further reference for example on:

- Sale of council houses of value up to £500K
- Financial decisions up to £500k
- Financial decisions for the ICT project within the agreed project budget

The job holder proposes strategy and policy for appropriate sign off through council decision making routes. This requires regular contact with council members through working with the executive member, presenting recommendations and reporting progress/results to various council committees.

The job holder is a member of the decision making body 'Housing Delivery Board' for the delivery of new council property.

The role is part of the Directorate management team and the job holder contributes to the strategic and operational management to ensure achievement of both directorate and corporate aims and objectives.

This role is part of the emergency panning rota and the job holder is on call for out of hours emergencies.

This role is an Information Asset Owner and must carry out the responsibilities of an Owner as required and set out in the council's 'Information Governance/Data Protection Roles and Responsibilities Rules'.

Will deputise for the Corporate Director as required.

## **5 IMPACT & INFLUENCE**

This role is responsible for delivering the housing provision and community safety for the council. It has a huge impact on York residents who need social housing and decisions and actions taken by the job holder directly impact on these end results.

Impact is both long and short term; strategies are in the main between 3 to 5 years, although the Local Plan and the Housing Revenue Account business plan are for 30 year period. This contrasts with the impact of housing adaptations and repairs which have immediate impact for tenants and on the housing stock.

The job holder is influential in delivering the right number and mix of housing using information provided from sources such as the Local Plan and Joint Housing Strategy (the strategy includes North Yorkshire and the East Riding).

They must make decisions as what housing development the council can undertake, identify opportunities to buy further land and on whether existing council sites are still fit for purpose or can be re-generated or redeveloped; maximising and making best use of existing assets.

They are influential in generating additional provision with the external private developers by maximising the planning gain (percentage of affordable housing in developments). They also need to build influence with housing associations to mobilise them to take on development opportunities and increase the affordable housing stock in the city.

The role is influential in maintain standards of housing in the private sector both owner occupied and rented homes through the licensing and inspection regimes. This is fundamental in developing good quality, safe and affordable rental properties for York residents

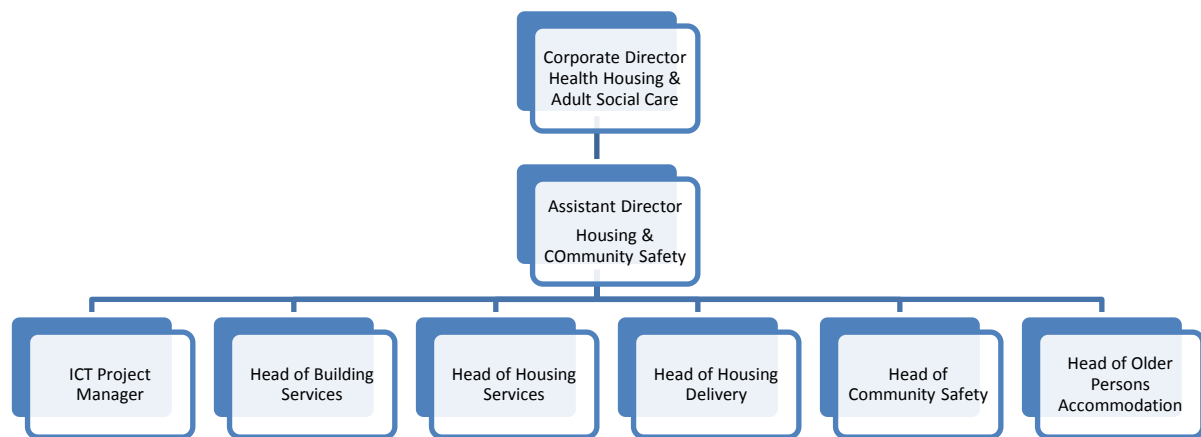
The effectiveness of the community safety function directly impacts on the quality of peoples lives by improving both the physical environment and social cohesion through the reduction of anti social behaviour. Raising awareness of the issues of Modern Slavery and Human Trafficking. Playing a coordination role in developing counter terrorism measure to protect residents and tourists in the City

Effective maintenance programmes; both long and short term for housing stock directly affects not only the quality of accommodation but minimising cost to the council of more major refurbishment.

There are also wider implications and impact on older people from this service as it can directly affect their ability to remain in the community for longer and delay or reduce the need for care services. This in turn directly impacts on the adult social care provision.

Delivery of the new integrated IT system will impact on the effectiveness and efficiency of the housing and building maintenance activity.

## 6 ORGANISATION



- Housing & building services ICT project – a £2 million project to consolidate all old housing and building services systems into one integrated system.
- Housing Delivery – development of new housing for the city including older peoples accommodation. With a pipeline of development worth in excess of £150m
- Housing services – allocation of council housing, management of tenants, hostels, travellers’ sites. Also licensing of private landlords, houses or multiple occupancy, aids and adaptations.
- Building services – repair and maintenance of housing stock and capital modernisation programme.
- Community safety - strategic direction for community safety and local delivery of community safety outcomes representatives from key voluntary and statutory agencies including City of York Council, North Yorkshire Police, North Yorkshire Fire and Rescue, Probation, Public Health, Office of the Police and Fire Commissioner and York CVS
- Head of Older Persons Accommodation – Identification of need and delivery of appropriate accommodation.

## 7 HARDEST MOST DIFFICULT PART OF JOB

The role is a mix of developmental work alongside delivery of very practical housing services and enforcement and requires different approaches and management demands. This requires the job holder

to have the ability to move from long term strategic thinking to operational delivery often on a daily basis.

Strategic planning for housing needs is challenging due to the many variable factors and unpredictable environment that it operates within. This requires confidence to take decisions balancing risk with meeting targets.

Challenges exist in influencing the private sector to build the type of housing needed for both older people and to increase the affordable housing stock in the city.

There are challenges of leading diverse teams with different priorities and drivers to ensure that they work together effectively to deliver the results needed for the whole service not just their particular areas. This requires developing a whole team approach and supportive behaviours. .

A major challenge is the current programme of work to create a new integrated IT system for housing and building repairs. This intends to replace 27 existing systems but also will impact on working practices. Delivering a system within budget which meets all the different needs requires the ability to see the end result clearly, agree and monitor the programme and expenditure.

Bringing behavioural change to communities is difficult and whilst enforcement is required finding ways to engage the community and for them to take ownership is difficult and challenging. The job holder must direct multi agency teams to bring together cohesive approaches to improving behaviour in challenging communities both permanent and traveller sites.

## **8 KNOWLEDGE SKILLS & EXPERIENCE**

The role requires considerable experience at senior level of leading and managing a large function. A background of working in the social housing field with comprehensive knowledge of the national and political context for Housing and Community Safety is required.

It requires high level of skill in both planning and delivery of results. It is a mix of strategy and operations requiring experience of both at a senior level and the mental agility to switch between both.

The job holder needs the ability to develop and deliver strategies to meet organisation objectives in a complex multi-functional organisation. They must be able to interpret complex information to

develop plans, set priorities and problem solve. This requires the ability to analyse, draw conclusions, make decisions and manage risk.

The job holder needs to have vision and aptitude for long term planning and a willingness to make recommendations and decisions within fluid environments.

High levels of human relation skill are necessary, both in the leadership of a large service with diverse activity along with the ability to deliver results through others; many of which are outside the organisation and over who they have no direct control. The ability to build relationships and influence others is critical in this.

Experience of managing budgets and assesses is necessary including the ability to see opportunities to exploit and maximise exiting resources.

With the range of activity within the role the ability to take on, understand and retain large volumes and complex information is necessary.

## **9 ADDITIONAL INFORMATION**