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| **Westminster-logo-main*****Director of Housing Improvement*** |
| **What we value at Westminster** | Westminster City Council believes in creating a fairer Westminster, putting residents first. We will put residents at the heart of our decisions, and campaign for a government that is on their side. We work together to adapt to the changing needs of our communities – resulting in a dynamic atmosphere where ambition, diversity and creativity are celebrated. |
| **Our culture** | At Westminster we have a culture of openness, transparency, and integrity – where everyone has the opportunity to thrive and develop to be the very best. The Westminster Way is the council’s commitment to our staff and is underpinned by three pillars:**Personal development: Everyone has talent.** We want everyone to thrive at Westminster and so we take the time to nurture talent – coaching and mentoring our people to be the very best. **Value our people and diversity: Everyone is valued.** We embrace our differences, to bring new perspectives to the future challenges of our city. **The Westminster Way of working: Everyone is a leader.** At Westminster we encourage everyone to develop themselves to have a growth mindset and an outward looking approach to provide the best service to our residents, businesses, and visitors. We champion modern and agile working and an open and transparent outlook to the way we work. In order to do the very best for our communities, we believe that our workforce should be representative of the people we work on behalf of, our residents. That’s why at Westminster we celebrate and embrace our differences. We are passionate about creating a workplace where all can thrive, and where every single person has the opportunity to develop, grow and to be valued for their contribution. |
| **Portfolio/responsibilities of this role** | As the Director of Housing Improvement at Westminster City Council you will be a catalyst for change, the driving force behind our improvement plans, shaping them with ambition and drive to propel our housing services to be the best. This is a pivotal leadership role in which you will cultivate a vibrant, inclusive and collaborative working environment that champions learning and growth across the Directorate. As part of the housing leadership team. Your vision and passion for creating the very best resident experience and housing service will inspire and engage our teams, forging a deep sense of commitment to our mission and purpose. By embracing continuous improvement and leading transformative initiatives, including innovative practice that will help elevate the Council’s housing services reputation in delivering exceptional services to our residents and communities.Within the City Council’s Housing service, we are determined to apply resident centred best practice to everything that we do. We are striving to embed organisational learning into every layer of the department, using data, evaluation, and feedback from residents to continuously improve. With a wide span of responsibility across the department including research and service improvement, professional development, governance, resident experience & complaints, quality assurance and audit – your influence will be critical. You will help ensure Westminster’s Housing Services lead the way with residents and that the workforce is confident, inspired and valued. Key Functions and Duties* Lead on setting the Council’s strategic housing vision, including the effective management, development, performance and continuous improvement of all Housing Services.
* Lead on the development, delivery and embedding of our corporate improvement programme, including quality improvement, research and best practice and driving innovation in the work.
* Lead the delivery of service transformation and improvement projects in housing that meet the Council’s corporate and business objectives.
* Embed quality improvement, audit, and monitoring across Housing Services, ensuring the right culture, structures, processes, and training are in place to develop a learning organisation to achieve improvements in outcomes for residents.
* Lead on risk and compliance within the service. Identifying and managing risk areas, assessing their significance to the service and Council, and ensuring progress of mitigating actions.
* Ensuring compliance with internal and external regulatory requirements, guidance, and audit recommendations
* Ensure that residents who use our services are fully involved as partners in quality improvement, service review, design, and commissioning. This will be achieved by ensuring structures and standards support their involvement and that consultation is an integral part of planning and evaluation.
* Develop and sustain effective partnerships across the council and partner organisations (including Children, Adults, health, police, central & local government, voluntary and community sectors) to strengthen opportunities for collaborative working and integration.
* Measuring and gathering data to inform and improve quality, impact, performance.
* Encourage and coordinate peer-based insight research and audit across Housing Services and partner organisations where possible.
* Be responsible for Resident Experience, complaints, FOIs, access to information and members enquiries.
* Lead Professional and Workforce Learning and Development. Ensuring Housing Services has effective talent management and career development programmes, coordinating resources and skills across Housing services to capitalise on our collective talents to drive high quality services.
* Work effectively as one of the Directorate’s senior leaders, delivering corporate objectives through the work of our service departments.
* Provide sound, professional advice on all areas relating to Housing Improvement
* Support Housing Services to ensure teams are prepared and confident for the statutory regulator and all requirements are met.
* Advise the Strategic Director, Chief Executive, Council and Members on all aspects of the services the post holder is responsible for and support the administration in the delivery of its priorities, with a particular focus on the Housing service.
* Contribute to the leadership of the organisation, ensuring a high calibre, motivated and effective workforce.
* Lead, motivate, coach, and support the teams and individuals, enabling a culture of learning and growth which embodies the “Westminster Way”.
* Promote equality, diversity, and inclusion in the delivery of services and in our people management and development approaches, supporting Westminster to become an even more inclusive employer.
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| Budget Responsibilities – Improvement & programme budgetStaffing – Improvement Team, Resident Experience & matrix management  |
| **What do we expect this role to achieve?** | Key outcomes for this role include:* A housing service that embeds quality improvement throughout the department, captures, measures and uses data, research, evaluation, intelligence and feedback from residents to continuously improve outcomes.
* A housing service that embeds organisational learning and a learning culture throughout the directorate
* Strong individual and strategic partnerships that deliver innovative ways of working.
* Effective, efficient, and equitable use of our collective resources and workforce
* Business support and resilience that supports brilliant outcomes for residents.
* Flexible, diverse, competent, compassionate, motivated, creative and skilled workforce
* Residents as integral partners
* Demonstrable improvement in outcomes for residents
* Meeting regulatory and compliance standards and targets and high expectations locally
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| **Band/Salary range** | **Band 6** |
| **Work style** | **Agile**  |
| **Your manager & team** | Housing and Commercial PartnershipsSarah Warman – Strategic Director of Housing and Commercial Partnerships |
| Insert number of employees reporting into this role: 20 |
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| **Experience & Skills** | * Career experience in the housing sector, including housing management and prevention of homelessness, preferably in the public, private or third sectors.
* Leading knowledge of best practice in housing improvement supported by strong analytical skills and an excellent aptitude for developing innovative solutions to complex problems.
* Demonstrable experience of establishing and building partnerships and productive working relationships within a complex policy and service environment with senior managers and councillors, and a wide range of other bodies, such as partner organisations, communities, public agencies and statutory bodies.
* Knowledge of the issues facing local government and those relevant to service/functional responsibilities, together with the legal, financial and political context of public sector management.
* Able to demonstrate an in depth understanding of delivering customer focussed services and excellent resident experiences.
* Proven ability to manage political and cultural issues and deliver project, programme, and change management.
* Excellent communication skills and the ability to authentically and empathetically connect with people, influencing and partnering team members to find solutions, increase productivity, efficiency and team success.
* Knowledge and expertise in solutions and strategies integral to managing risk and delivering improvement programmes.
* Experience in driving improvements that have resulted in measurable business impact.
* Experience with stakeholder management, program design/management, and change management
* Political awareness with proven experience of building positive relationships with diverse elected members to balance political drivers with strategic priorities.
* Experience of creating an inclusive culture of learning, to maintain a capable and high performing workforce that feels respected and engaged.
* Experience of interpreting vision and strategy to drive improvement through strong and effective inclusive leadership that works across systems and institutional boundaries.
* Experience of setting service standards that will enhance the reputation of the Council and empowers others to deliver.
* Experience of leading and delivering successful and inclusive organisational and cultural change programmes.
* Experience of making difficult decisions through the analysis of relevant information and risk assessment.
* Experience of establishing and facilitating cross-organisational working that shapes and influences the benefits of having a diverse workforce.
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|  | **Qualifications** Degree level education, Chartered Institute of Housing professional and/or equivalent professional qualification (or qualified by experience to equivalent level). |
| **Corporate standards**  | **Resources / Financial management** We expect you to manage delegated budgets, funding and resources in line with our processes and our Westminster Way **Values and behaviours** Our values and behaviours are at the heart of everything we do. We expect you to work in this Westminster Way empowering, engaging and encouraging your teammates to deliver our corporate vision. **Compliance** We expect you to ensure legal, regulatory and policy compliance in area of your specialism, identifying opportunities and risks and escalate/report where appropriate. **Inclusion and diversity** We value diversity as a city council, and we want you to support and promote this in your day-to-day work. |
| **Additional leadership values and behaviours for managers** | **People and Service Management** • Role model the Westminster Way: o Demonstrate inclusive leadership o Take the lead in driving initiatives o Be proactive in being forward and outward looking, by regularly investing in own development. • Driving forward performance by empowering staff to take the lead. Setting high standards, encouraging improvement and innovation. Supporting the team to achieve by adopting a coaching style of management. • Having regular employee led conversations to develop our people – creating a safe environment for learning, taking time to understand their strengths and motivations, stretching them, and coaching them to achieve. • Managing budgets responsibly – planning, monitoring and adapting budgets to respond to changing priorities. • Delivering the Short/Medium/Long Term Plan* Working within the democratic framework - understanding the democratic process and its role in public organisations, anticipating Member needs, and responding to their feedback

**Leadership and Engagement** * Inspiring the team to deliver the corporate vision, embrace change and develop opportunities. ·
* Delivering the corporate vision – developing and communicating a direction for my service which keeps us focused on delivering the priorities of the corporate vision and makes it central to everything we do. ·
* Leading change - being realistic, transparent, and clear on the challenges. Communicating the reasons for change and ensuring understanding. Inspiring people to get involved, to question, and to take change forward.
* Making difficult decisions – tackling issues proactively and finding solutions, being accountable for the decisions that have been made. ·
* Engaging staff, communities, and customers - winning strong support through effective and regular communication, collaboration, and feedback.
* Being commercial – creating opportunities to generate growth, income and maximise commercial potential.
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