



# Head of Housing

Candidate Pack



A Great Place to  
**Live, Work, Visit, Learn and Invest**

## **White Cliffs Country (Dover District)**

White Cliffs Country (Dover District) is a unique destination where the coast meets countryside, ancient meets modern, relaxation meets adventure, and the United Kingdom meets Europe.

Nationally and internationally significant, the enterprising and lifestyle-focused district covers 123 square miles and represents a great place to live, work, visit, learn and invest. It has a proud past and an exciting future.

With 22% of the entire region designated as an 'Area of Outstanding Natural Beauty (AONB)', 20 miles of coastline and beaches, and one of the most temperate climates in the UK, it's no surprise the Lonely Planet Guide (2022) listed Kent's Heritage Coast as one of the best regions to visit in the world.

Easy to travel to from London and mainland Europe, White Cliffs Country is a world away on your doorstep.

*Discover more and explore beyond the chalk:*

> [White Cliffs Country - Visit Dover, Deal, Sandwich](#)

### **Deal**

One of England's prettiest seaside destinations with an award-winning high street, this tiny but terrific town has a history as colourful as the buildings that line the seafront.

*Explore more:*

> [Welcome to Deal - White Cliffs Country](#)

### **Dover**

From panoramic walks along the White Cliffs to exploring this small but mighty port town's incredible history there's so much more to Dover than meets the eye.

*Discover more:*

> [Welcome to Dover - White Cliffs Country](#)

### **Sandwich**

Widely associated with the world-famous snack, small but perfectly formed historic Sandwich is the most complete medieval town in England. With an abundance of independent shops and places to eat and drink, and photo opportunities on every corner, it is a destination to savour.

*Enjoy more:*

> [Welcome to Sandwich - White Cliffs Country](#)



## Life at Dover District Council

Dover District is an exciting place to work and live. We are developing the district and wheels are already in motion to improve the lives of our residents and encourage tourism in the area.

Having recently been awarded a Levelling Up Grant of £18.1 million to transform a brownfield site in the heart of Dover town centre, along with our pledge to build 200 new council homes every year in the district, there couldn't be a better, more exciting time to join us.

We are certainly on track to deliver our vision of “becoming a district of ambition, inspiration, and good living – a destination of choice!”

We are not only passionate about our District but equally as passionate about our employees and their work environment. We have some amazing people and a fantastic culture, we truly recognise the talent we have, and over the past few months, we have been developing our employee-centric culture to ensure our team members can get the best from us and in turn feel happy, empowered, and inspired to grow and develop.

As part of working for Dover District Council, you are entitled to the following:

- Generous holiday allowance
- Continued professional development
- A flexible working environment that encourages a good work-life balance
- Remote working policy with the option of home/hybrid working (dependent on role)
- Health and wellbeing support
- Free parking at your place of work

Dover District Council also offers the following additional benefits to its employees:

- Eye Tests – Free eye test and contribution towards glasses when required for VDU use.
- Vivup – Access all your employee benefits in one place, including discounts, Cycle2Work and health and wellbeing resources.
- Car Lease Scheme – Salary Sacrifice low emission lease car scheme via NHS Fleet Solutions.
- Civil Service Sports Council (CSSC) - Access to reduced-price days out, attractions and much more for £4.99 per month.
- Health Assured – Free access Employee Assistance Programme.
- Benenden Healthcare – Employer-paid health care.
- Local Government Pension Scheme (LGPS) - Pension scheme for members of Local Government.
- AVC Wise – Shared additional voluntary contribution scheme (additional to LGPS)
- Leisure Centre discounted corporate membership – Places Leisure (Dover District Leisure Centre) and Your Leisure (Blue Wave – Margate; Hartsdown – Margate; Ramsgate Leisure Centre; Tides Leisure Centre – Deal; Discovery Park Gym – Sandwich)

Wider benefits of working at DDC directly related to this role and grade include:

- A car allowance.

## Our Corporate Plan

The Corporate Plan is our main strategic document, providing a framework for the delivery of services. It is a clear statement of our vision and priorities and provides the context for other strategies and plans that we produce.

We have revised our Corporate Plan to ensure we continue to focus on the right priorities for the district and to take work forward for the next four years within the budget available. The Corporate Plan 2020-2024 was approved by the Council on 26 February 2020 and came into effect in April 2020.

The Corporate Plan identifies our ongoing commitment to the regeneration of the district, both physical and social, and emphasises the importance of tourism in realising the opportunities for our district and economy. The climate change agenda has become more important in our everyday lives and is a cross-cutting theme within the Plan to facilitate a better environment for everyone. This Plan highlights the focus on Dover Town as the Gateway to the UK/Europe and as a benefit to the whole district.

The plan has been set against the budget and recognition of the potential ongoing financial constraints.

## Corporate Objectives

### 1. Regeneration - Tourism & Inward Investment:

Providing a clear vision and direction of place-shaping for the district, creating a vibrant destination with good transport links, making tourism everyone's business. Supporting the business community to enable a thriving local economy that provides the jobs, services, training, and career opportunities that we need.

### 2. Housing & Community:

Enable a range of good quality affordable homes for our residents in an attractive environment, and work to build healthy, resilient, and sustainable communities, where residents have good access to facilities and transport links to further their wellbeing.

### 3. Climate **Change**, Environment & Assets – a cleaner sustainable environment:

Support the wider climate change agenda to facilitate a better environment for everyone. Support the development and protection of our environment and open spaces, making the most of our enviable landscapes, heritage and assets and making our parks destinations of activity, recreation, and community.

### 4. Working Smartly & Delivering Services:

Continue to develop our business to be more effective, efficient, and forward-looking for the benefit of our residents.

*Corporate Plan: [Corporate-Plan-2020-2024-web-FINAL.pdf \(dover.gov.uk\)](#)*



## **Our Local Plan (emerging)**

The Local Plan sets out the vision, strategic objectives and overarching development strategy for the growth of the District over the period to 2040.

It provides the planning policy framework to guide the future development of the area, addressing needs and opportunities for housing, the economy, community facilities and infrastructure, as well as the basis for conserving and enhancing the natural and historic environment, mitigating and adapting to climate change, and achieving well-designed places.

The overarching vision for the Local Plan:

‘Dover District in 2040 will be a place of aspiration, providing outstanding opportunities for sustainable living. Initiatives to mitigate against, and adapt to, the climate change emergency will have been undertaken to build resilience across the built and natural environments of the District over the lifetime of the Plan. Through careful stewardship of its world-class landscapes, thriving natural environments and wealth of historic sites, Dover District will be a destination of choice for people of all ages to make their home, for businesses to invest in and for visitors to explore and experience. Community spirit will be strong amongst the residents of the district, with an increased sense of health and wellbeing.’

Key objectives for realising the vision:

- Spectacular and Sustainable Environment
- Prosperous Economy
- Vibrant Communities
- Thriving Places

*Local Plan: [Dover District Local Plan](#)*

## **Our Economic Growth Strategy**

Vision for Economic Growth:

‘By 2040, Dover District will have a diverse, resilient and highly productive economy that maximises our location’s strategic geographical advantage, connections, continental climate and globally renowned name. We will be the first-choice location for innovators and a variety of sectors at the forefront of innovation, enterprise and new technologies. Our residents will benefit from access to good quality jobs with long-term prospects, increased skills and learning provision and the best facilities available for their work.’

Five key themes for realising the vision:

- Creating economic value
- Delivering Infrastructure for growth
- Revitalising our town centres
- Harnessing tourism and the visitor economy
- A thriving rural economy

*Economic Growth Strategy: [Economic Growth Strategy - \(2021\) \(doverdistrictlocalplan.co.uk\)](#)*

## **Our Tourism & Visitor Economy Strategy**

Vision for Economic Growth:

‘To be a vibrant world-class destination valued for its outstanding heritage, landscape and pursuits, as well as its ease of access, warmth of welcome and wealth of opportunity.’

Five key objectives for realising the vision:

- Ideas – To build an innovative economy
- People – To generate good jobs and greater earning power for people living in the district
- Place – To develop prosperous communities throughout the district
- Business Environment – To be ‘open for business’ and the best place to start and grow a business, social enterprise or organisation
- Infrastructure – To see an upgrade in infrastructure

Tourism & Visitor Economy Strategy: *Tourism and Visitor Economy Strategy (2020)*  
*(doverdistrictlocalplan.co.uk)*

## Head of Housing – the Role!

As the new Head of Housing, you will be responsible for the leadership and development of housing services on behalf of the Council, ensuring a high-performing, accessible and value-for-money service.

You will need to keep all the plates spinning whilst playing a key leadership role in strategic management and operational performance, ensuring full engagement with residents and compliance with relevant regulations and legislation.

### Job Description

Post Title: Head of Housing

Reporting to: Strategic Director (Finance and Housing)

Grade: C

Salary: £72,507 – £82,049

Cash for Car: £8,846

Hours: 37 per week

Location: Dover Main Offices / Hybrid

Office work: 3-4 days per week

---

### Job Purpose

- Provide strategic direction and leadership for the delivery of the Council's Housing Service, delivering exceptional and excellent services in compliance with relevant regulations and legislation.
- Has responsibility for a portfolio of services, and effectively manages and supports Service Managers, Team Leaders and service delivery teams in effectively providing a housing service for the Council.
- Provide leadership, vision and strategic direction and by working with colleagues, elected members, the community and external stakeholders as appropriate, ensure the effective and efficient management of all of the Council's activities and responsibilities pertaining to their area of responsibility.
- Contributes to the development of and supports the implementation of the Council's corporate objectives and priorities.

### Responsibilities

1. As a member of the Council's corporate senior management, to:
  - a. Contribute to the development of and delivery of a strategic approach supporting the Council's Corporate Plan, Strategic Policies, Medium Term Financial Plan and the Budget
  - b. Provide corporate leadership through working effectively with Members, the Chief Executive, Management Team and colleagues.
  - c. When required, provide accurate, concise and understandable advice and information to the Chief Executive, Strategic Directors, Leader, Cabinet,



Council and its committees, elected members and the Authority as a whole, on matters pertaining to their service areas.

- d. Adhere to the Council's Code of Conduct which requires all staff to be politically neutral in respect of their employment duties.
  - e. Promote new ways of working that support the Council's commitment to continuous improvement and modernisation.
  - f. Through effective leadership ensure that agreed objectives and performance targets are achieved and adhere to the Council's governance arrangements
  - g. Ensure your Service Managers, Team Leaders and their staff are provided with the opportunity to develop to their full potential and that their contribution to the organisation is recognised.
  - h. Contribute, individually and collectively, to identify and improve efficiencies across the Council.
  - i. Support the decision-making process to assist the implementation of the modernising agenda and contribute to the Council's plans and processes for implementing and bedding in cultural change and organisational development.
2. Hold strategic responsibility for the Councils housing functions, including the provision of the following portfolio of services,
- a. Housing Management Service;
  - b. Housing Options;
  - c. Overall responsibility for the DDC housing stock
  - d. Lead officer with responsibility for compliance with the Social Housing Regulator Consumer Standards
3. Provide management responsibility for their Service Managers and Team Leaders and the delivery of services within their area of control.
4. Proactively manage and challenge their service budgets, to include preparation, monitoring and reporting and the maintenance of robust budgetary controls.
5. Communicate Council objectives and where appropriate develop collaborative working relationships and partnerships with the community and external partners to ensure efficiency and effectiveness of service delivery in their areas of responsibility.
6. Ensure that the Council is compliant with the laws and regulations in undertaking its service.
7. Support the peacetime emergency provision for their service areas in accordance with the council's emergency plan and business continuity arrangements.
8. Comply with and implement the Council's Equality and Health & Safety policies and associated responsibilities.



9. Responsible for staff management including;
  - a. Motivation
  - b. Training
  - c. Recruitment & selection
  - d. Performance & competency assessment
  - e. Capability management

10. Any other reasonable duties that may be required from time to time.

### **Constitutional Impacts**

This post has been classed as a politically restricted specified post:

- Holders of politically restricted posts may not stand for election as Members of Parliament, the European Parliament, or of Local Authorities; however, membership of Parish Councils is not affected;
- It also places restrictions on political activity which prevents the post holder from canvassing on behalf of a political party or a person, participating in political activities, publicly expressing support for a political party and speaking or publishing any work that could give the impression that they are advocating support for a political party

### **Person Specification - (it is essential that all applicants have the following skills)**

#### **Technical**

- Considerable experience and understanding of managing social housing and/or strategic and statutory housing provision.
- Experience in interpreting complex legislation, statutory/regulatory guidance, and the ability to put it into practice.
- Able to cope well under pressure and in high-profile situations.
- Ability to lead, manage and motivate staff.
- Positive attitude to change and ability to implement new opportunities.
- Ability to write well-constructed reports in a concise clear manner either orally or in writing.
- Represent the council in writing and in meetings with a range of people and organisations including, but not limited to, tenants and tenant organisations, other local authorities, government departments and agencies, RSLs, regulators and other stakeholders.

#### **Professional**

- Comprehensive knowledge of local government procedures and leadership skills to ensure all aspects of the service area are delivered efficiently and effectively.
- Experience of working with elected members and the public and dealing effectively and positively with enquiries from a range of people.
- Experience in leading a team, to ensure all aspects of the work are delivered efficiently and effectively.

#### **Knowledge**

- Qualified to degree level or equivalent (desirable).

- Possession of a level five Diploma in Housing (desirable) or eligible and willing to complete a level five Diploma in Housing (essential)

## **Competencies**

### Communication

- Listens to others.
- Is approachable.
- Appreciates the views of others.
- Communicates information in a way that is understood.
- Adopts an open-door approach.

### Managing/Accepting Change

- Participates in planning the implementation of change initiatives in the team.
- Suggests potential improvements in work practices.
- Reacts positively and flexibly to change.
- Explains reasons for change to internal and external customers.
- Encourages ideas for change from the team.

### Teamwork and Recognition

- Is focused on the achievement of team objectives.
- Respects different views, values, and opinions
- Participates as a team player.
- Solicits input from other team members.
- Encourages and supports other team members.
- Takes action to build team spirit and effectiveness.
- Leads team effectively.

### Managing Performance

- Recognises and 'rewards' areas of good performance.
- Identifies areas of poor performance at an early stage and holds prompt performance reviews.
- Sets clear and realistic expectations for improvement.
- Holds regular review meetings.
- Ensures appropriate guidance and support is provided.
- Takes responsibility for managing own performance.

### Motivating and Developing People

- Ensuring that all reports have access to at least two PPR meetings per year.
- Positive participation in 1-to-1s and team meetings
- Provides support or direction.
- Accurately assesses the development needs of self and others.
- Use the 'Coach' approach as the first choice.
- Encourages others to own personal development.
- Provides regular constructive feedback.

- Has a clear vision for the team.

#### Continuous Improvement

- Takes an active interest in the Council to better inform decisions.
- Actively keeps themselves up to date of relevant changes within the Council.
- Deals well with unpredictable problems.
- Demonstrate a willingness to take on issues that do not fall within their remit.
- Pro-actively provide information to other departments that affect them.
- Develops relationships throughout the Council to improve and share learning.

#### Customer Focus

- Communicates a positive and genuine interest in their role and the Council in their interactions with others.
- Treats customers with respect and sensitivity at all times.
- Understands the diverse needs of the Council and endeavours to tailor the services to meet those needs.
- Deliver what is promised and be accountable.
- Ability to flex style to meet customer requirements.

#### **How to apply.**

Please send an expression of interest, no more than 2 sides of A4, explaining how you meet the requirements of the role and what you will bring to the role.

Please email to Peter Francis, Head of HR, Payroll and Communication by close of business on 8<sup>th</sup> September 2023. If successful in the shortlisting, you will be advised of the next stage of the recruitment process.

For an information discussion about the role, please contact Louise Taylor, Head of Housing.