



Director of Housing, Care and Communities

Recruitment Pack

December 2017



DIRECTOR OF HOUSING, CARE AND COMMUNITIES FOR OCTAVIA

Thank you for requesting information about this exciting role.

This is a rare opportunity to be at the heart of an organisation which remains true to its grass roots. Octavia has grown to provide a range of services - from housing to befriending - for thousands of people in parts of London where it is incredibly difficult to find affordable, decent accommodation and the help to remain living in it. Added to that, Octavia are still ambitious, planning significant increases to their community activities and a sustainable housing development programme and it is clear that roles like this do not come along often.

As consultants to Octavia, The Housing Executive aim to provide you with comprehensive information to enable you to structure your application. We will be happy to discuss any aspect of the information below and answer any questions you have at any stage.

| CONTENTS | PAGE |
|--|-----------|
| Letter from the Chair and Chief Executive | 3 |
| About Octavia | 4 |
| Structure Chart | 8 |
| Role Profile | 9 |
| Person Specification | 12 |
| Recruitment Timetable & Process | 14 |
| Terms and Conditions of Service | 15 |



December 2017

Dear Candidate,

This is an interesting time for housing providers generally but a very good time to be thinking of joining Octavia.

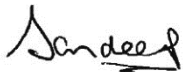
As some parts of the sector concern themselves with who to merge with and how to be more “commercial” we remain focused on our mission. Good homes, better lives. Octavia has a portfolio of properties in the most expensive parts of the country – boroughs with high levels of need where our residents live alongside enormous wealth and privilege. Our ambition is to make the most of all of our assets – the buildings, the finances, and the local community resources, to make London just that little bit better. We are already making an impact, but we know we should be doing more.

We have ambitious plans for the future and we are looking to recruit a new director with the energy, enthusiasm and the values that will enable us to provide great services to tenants and support the wider community. Our model is not the one that regards scale as the sole criteria for success. We are adding to our property portfolio, and will continue to do that, but we place equal importance on the simple fact that well managed housing and great care can improve people’s lives.

This is a pivotal role for us. The person we are looking for will genuinely play an important part in helping shape the organisation for the future and in ensuring that we really do have an impact.

If this sounds like an organisation that you would like to be a part of then we want to hear from you.

Best wishes



Sandeep Katwala
Chair



Grahame Hines
Chief Executive

ABOUT OCTAVIA

Introduction

Over 150 years ago our founder, Octavia Hill, acquired her first properties and created what eventually became “Social Housing”. From those early days we have helped generations to remain in London, providing housing, care, support and other opportunities for people to fulfil their aspirations for better futures.

Many people think of housing associations as primarily property based organisations. However, while the portfolio of buildings that we own is important, just as significant is the relationship we have with residents. We aim to make a difference:

- to the people who live in our homes, many of whom would otherwise be priced out of London
- to the vitality of local areas and their ability to give the extra care and support required to people who need it; and
- to London as a whole, playing our part in sustaining the capital’s rich diversity and social mix – something that benefits our entire society.

Our work has never been more important. London is one of the richest and most developed cities of the world and yet in 2017, access to affordable, good quality housing and health and social support is getting harder for many people.

As you can see on our website and in our latest Annual Report, we have made significant progress during the year in managing our homes and in developing a stronger organisation, capable of helping more people on low incomes to have the security and reassurance of a good-quality home.

Values

Throughout all our operations we expect our staff to behave by three simple values:

- Reliable
- Responsive
- Respectful

We believe that by living these values we can provide excellent customer care, improve performance and help us to achieve our mission of creating good homes and better lives.

Structure and Operations

Octavia Housing

We have been managing homes for 150 years, which makes us one of the oldest housing associations in England. Octavia Housing currently manages around 5,000 properties, including some of the first homes that Octavia Hill acquired. We believe in the value of mixed communities and in giving people on low incomes the opportunity to stay living close to where they work or have longstanding social ties.

We provide a personal service to residents, responding to their individual needs and providing support to help people sustain their tenancies. We also involve residents in the running of our organisation, from Board meetings to checking and reporting on our quality standards.

Octavia Support

Through Octavia Support, we offer a wide range of care and support services to older and vulnerable adults living in West and Central London, but we specialise in providing care for those experiencing dementia or with complex needs.

We provide housing with different levels of care and support, floating support and outreach services, and day care and activity centres. Flexibility is a key part of all of our care and support services as our focus is on the individual - helping people to stay as active and independent as possible.

Octavia Foundation

The Octavia Foundation is a registered charity that works in West London to support local people who are experiencing social problems including unemployment, ill health, isolation and poverty. All of the Octavia Foundation's projects are designed to involve local people and support the development of strong and vibrant communities.

Octavia Living

Octavia Living develops desirable homes for private sale on the open market, as well as homes for sale on a part-buy, part-rent basis. Our aim is to create opportunities for people in different financial circumstances to get a foot on the property ladder. It is a not-for-profit development company, with all of the revenue made from property sales being reinvested into building more affordable housing, as well as Octavia's care and support services and community work. The first project from Octavia Living was the innovative Greenhouses at Sulgrave Gardens – London's first mixed tenure development built to the demanding Passivhaus low energy standards.

Growth and development

Octavia has an ambitious approach to development and is on target to complete 675 homes in the five years to 2021. Our strategy is to develop a range of housing in Central and West London where our focus is to build homes for rent and shared ownership, which we supplement with a modest programme of private sales.

Our approach as an employer

We are grateful for the contribution that our staff make towards our ambition to provide 'good homes, better lives'. Our ambition to be a good employer was reflected in the results of our all staff survey during the year, which demonstrated exceptional levels of staff engagement. The latest staff survey results show that 88% of staff would recommend Octavia as a good place to work. During the year we also had our status renewed as an Investors in People Silver employer and we were selected as Care Employer of the Year at The Great British Care Awards, which recognises the best employers in the sector drawn from private and not for profit organisations nationally.

Performance

Our ambition is for our performance to be top quartile compared to peers. We are achieving our ambitions in most areas including voids re-let times and repairs completion times.

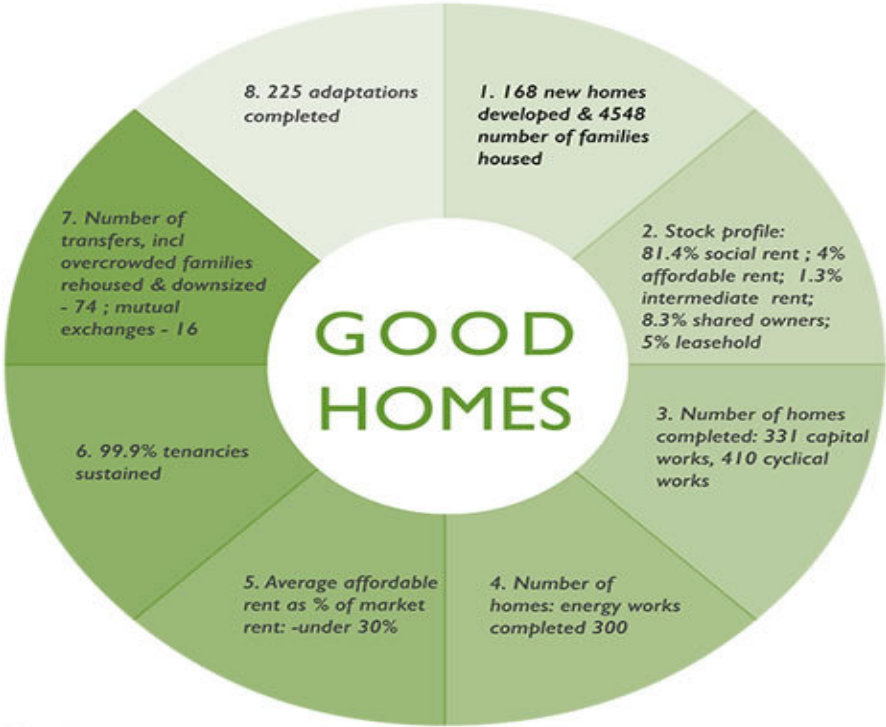
In addition to our own measurements, Octavia regularly receives independent accreditation for our top quartile performance across different areas of the organisation.

Quality Care Commission: all our care facilities are independently assessed by the CQC.

Service Matters (formerly QHS): our latest results rank us 2nd amongst all registered housing providers.

SHIFT (Sustainable 'Homes Index For Tomorrow): we are proud to be labelled as one of the greenest housing providers in the country.

We measure the impact of our work against these two ambitions - to create good homes and better lives. A view of some of our most important performance indicators is shown below. For a summary of our housing specific performance indicators, aimed at understanding our performance in relation to housing management and resident satisfaction, visit the [Octavia Housing website](#)



2015/16



Governance and Finance

Octavia is in a healthy financial position. Group income last year was £45m, with a surplus of £12m and there are significant reserves. Comprehensive details can be viewed in our latest [Annual Report](#) or a copy can be emailed / posted to you by The Housing Executive on request.

Our Group Board is responsible for making sure that our activities are carried out to a high standard that keeps on improving. The Board is currently made up of 10 individuals, which includes our Chief Executive and two residents. Each member brings valuable skills and experience from other sectors and organisations to their role. As a provider of social housing, we are regulated by the Homes and Communities Agency.

The Group Board are also supported by a number of committees and resident groups to ensure our services are consistently improving to meet the needs of the people we help and house.

The Role

The new Director will proudly take this legacy forward with the aim to build happier lives and resilient communities by focusing on people as individuals. Providing residents with the opportunity to support themselves you will lead many of the services described above:

- **Octavia Housing** (management of 5,000 properties)
- **Octavia Support** (care services for older and vulnerable adults experiencing dementia or with complex needs)
- **Octavia Foundation** (including 21 charity shops, building on charity support as part of a wider engagement approach to supporting stronger communities)

This is a great opportunity for someone with a track record of success in these key areas, who can animate our process of service evolution, get the best out of people and support the Board in developing and growing services by reaching out to the community. The new Director will:

- Ensure that the services we provide to residents are demonstrably amongst the “best in class”. Our aim is to ensure that our KPI’s are top quartile, that we achieve CQC ratings of Excellent on all of our 7 extra care schemes, to build on a resident satisfaction rating that is currently at 83% - in fact across all of our services we want to be trusted by residents and partners for the work that we do.
- Extend significantly the reach of our services to the wider community. We already have a successful Foundation with a broad engagement programme funded through 21 charity shops which we are committed to growing. We plan to expand the work we do in befriending, our work with supporting young people and to develop further the programme of community grants that we have established. Our aim is to extend the reach of these services over the next five years by a factor of five times.

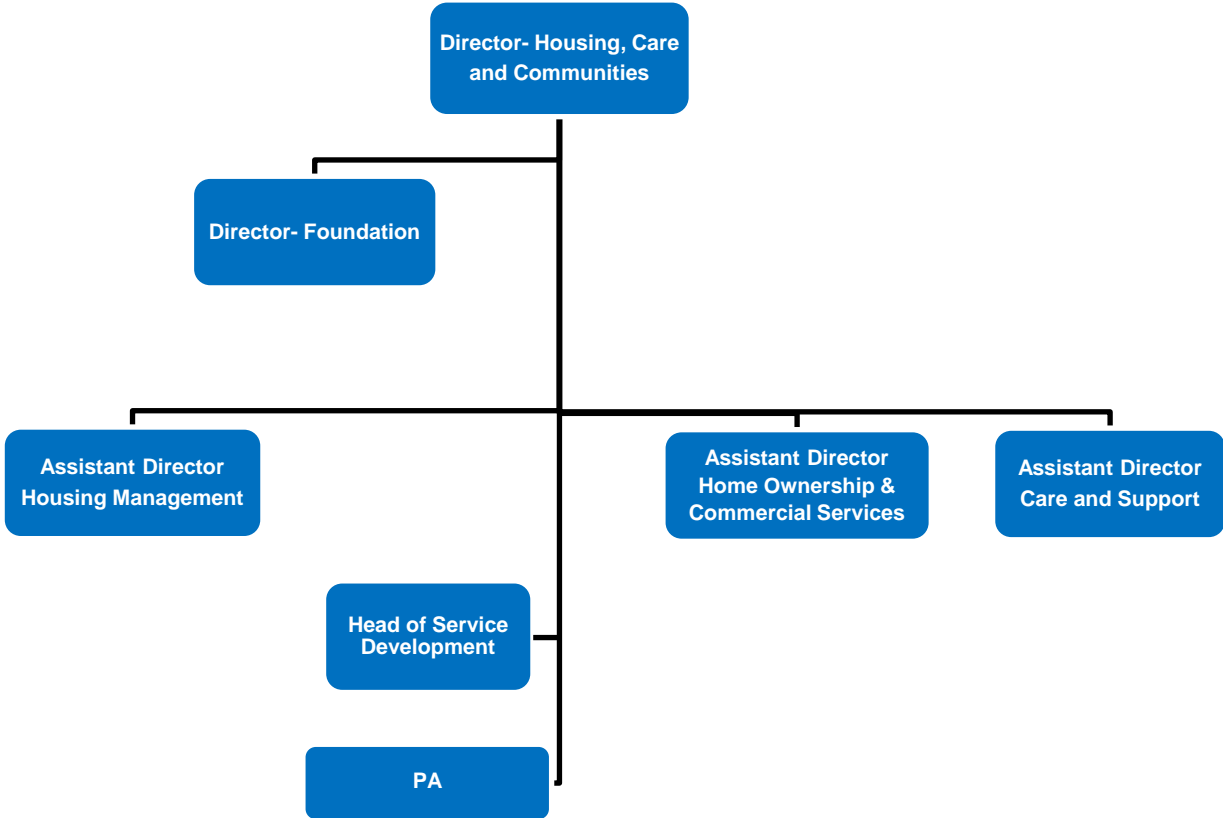
Our overall aim is to create an “ecology”, a “virtuous spiral,” that functions with tenants and others receiving the right services and support, in properties that are well designed and maintained. This will strengthen our position with local partners and developers for future growth - enabling us to provide more investment in properties and services. We are building our base of community support as part of a wider engagement approach to supporting stronger communities.

This is not a job that involves turning round a failing service. Although there is much still to be done we have strong and well-motivated staff teams in all of the important areas.

Of course we can always do better but we have invested in technology and we have ambitions which are realistic and rooted in what we know. This is a role for someone that can animate our process of service evolution, get the best out of people and who can help the Board in developing and growing our services and our reach.

Octavia is an ambitious organisation viewing change in a rounded, mission-focused sense and not simply one that is measured in terms of our already strong balance sheet position. This role requires someone that has both strong technical skills and a strong set of values, providing the opportunity to make a real impact.

STRUCTURE CHART



ROLE PROFILE

| | |
|----------------------|---|
| Role: | Director of Housing, Care and Communities |
| Department: | Housing, Care and Communities |
| Location: | Emily House |
| Reporting to: | Grahame Hindes, Chief Executive |
| Supervising: | Director of Octavia Foundation Assistant Director of Housing Management Assistant Director of Care and Support Assistant Director of Home Ownership and Commercial |
| Services | Head of Service Development Personal Assistant |

Context

Octavia believes that good homes make for better lives.

Inspired by our founder, the social reformer Octavia Hill, we are a not-for-profit organisation providing thousands of people with good-quality affordable homes in inner London. Like her we believe in the power of well-planned, well-managed housing to make a difference

- A difference to the people who live in our homes, many of whom would otherwise be priced out of London
- A difference to the vitality of local areas and their ability to give extra care and support to people who need it
- And a difference to London as a whole, playing our part in sustaining the capital's rich diversity and social mix – something that benefits our entire society

We aim to build happier lives and resilient communities by focusing on people as individuals, providing them with a range of services and the opportunity to support themselves. We spend any surplus income – whether from our houses or our social enterprises – on investing in our homes and building for the future.

Our role is fundamentally to provide homes but we also have a wider role as a force for good in the lives of local people, the areas they live in and London as a whole.

Role purpose

The purpose of this role is to provide effective leadership, to Resident and Community facing services. The postholder is responsible for the effective delivery of our housing, care and enabling services to the local community.

The postholder's key objectives will be to lead and transform services to:

- Deliver lasting impact
- Support community resilience
- Enable and empower staff
- Enable purposeful collaborations and partnerships across all service areas and extend Octavia's impact and reach across its communities to enable better standards.

- Maintain Octavia's reputation for the delivery of high standards in its Housing and Care services.
- Enhance resident and service user satisfaction.

Key Competencies

Octavia operates a Skills and Behaviours Competency Framework.

- **Responsive**
- **Respectful**
- **Reliable**

Key Responsibilities – to be undertaken in association with the Key Competencies

1. Strategic Leadership.

- Responsible for the creation and delivery of a range of strategies that will improve the communities we serve, improve the lives and life chances of customers, and exceed customer expectations in terms of service delivery.
- Organise the integration of different service areas ensuring that the association implements an appropriate staffing structure that enables collaborative working and ensure staff receive the leadership and direction necessary to carry out their functions.

Agree the agenda, organise papers and subsequent minutes of the meetings for the Services Committee, preparation and presentation of papers to the Board and attendance at any other relevant Committee when required.

- Contribute to the development of the Association's overall strategies and plans and in particular leading on the preparation of the annual business and delivery plans for each of the Housing, Care and Foundation portfolio service areas.
- Participate in the budget setting process and controlling the income and expenditure against the agreed budgets for multiple budget areas as related to the role.
- Ensure that the Octavia values are reflected in all aspects of service delivery.

2. Housing Management

- Lead on design of the service in collaboration with the wider leadership team and ensuring that the organisation makes the best use of new technology to improve accessibility to services and integrated service provision.
- Ensure that the Group has a comprehensive framework of agreed policies and procedures governing all aspects of our Housing management, Care and Communities work. Ensuring that these are regularly reviewed and updated in line with best practice and implemented through staff training programmes. Ensuring that we meet our legal obligations to tenants and that our lettings policies meet our obligations to Local Authorities
- Work with the Finance Director to agree and implement the Group's rent setting policy and ensuring that rental income is collected.
- Ensure that the Group's policies and procedures are guided by up to date and relevant feedback from tenants and others and that Octavia is adopting an overall approach which takes close account of tenant opinion.

- Ensure that a consistent and high quality service is provided by all staff within the directorate to both external and internal customers. Ensure service standards are set, monitored and improved on an annual basis. Manage the Group's complaints procedure and ensuring that the conclusions of an overall assessment of complaints are recorded and acted upon on a regular basis.

3. Resident Involvement

- Ensure the Association actively promotes the involvement and consultation of residents through the development and implementation of appropriate policies and procedures.
- Ensure the Association works within the communities where we have significant concentrations of stock developing projects which are of benefit to our residents and to others locally.

4. Community Support

- Promote Octavia externally to a wide variety of stakeholders including social welfare, employment, housing, education and training providers, sector organisations, policy makers in Government, and other organisations active in the housing and social welfare sector.
- Responsible for ensuring the oversight and delivery of a commercially viable retail operations service, effective fundraising strategies and operations to enable income generation for Octavia's charitable purposes.

5. Care and Support

- Support and direct the work of the Care and Support team in delivering a high quality Care and Support service
- Ensure that the association has policies and procedures which govern the provision of care services including ensuring compliance with the law in terms of the association's care and support schemes and day centres for the elderly.
- Ensure that the association meets its contractual obligations in respect of all care contracts.
- Ensure that the Association provides excellent services which meet the Care Quality Commission standards and enhance the lives of service users.
- Build relationships with commissioners and other partners in order to develop new services and ensure that needs are met.

6. Other Duties

- Take the lead on the development of relevant policy, research and Performance Indicator information and presenting this information in an accurate, clear and informative way to staff, the Directors, Management committees and the Board
- Represent the Association on external bodies and at meetings both locally and nationally as appropriate.
- Head up the Diversity Group, to help to foster a diverse workforce that meets the needs of Octavia's many client groups, and best serves the diverse community Octavia works in.

PERSON SPECIFICATION

Role: Director of Housing, Care and Communities

The Person Specification states the minimum knowledge, skills and experience required to carry out the job and is used for both shortlisting candidates for interview and to identify the areas to explore in an interview.

E = Essential criteria; D = Desirable criteria

| | | Criteria |
|-----------|--|--|
| 1 | <p>Competencies:</p> <p>Respectful</p> <ul style="list-style-type: none"> • Willing to listen and understand others and maintain credibility in your role and for Octavia • Support others and gains trust, positive and enthusiastic. <p>Responsive</p> <ul style="list-style-type: none"> • Creative, delivers practical solutions, and flexible to meet others needs. • Willing to examine own values, principles and assumptions. Learns from own experiences <p>Reliable</p> <ul style="list-style-type: none"> • Well organised, copes well under pressure, takes ownership, pro-active and goal focused • Transparent and open, keeps others informed, takes action and is sensitive to people's needs | <p>E</p> <p>E</p> <p>E</p> <p>E</p> <p>E</p> <p>E</p> |
| 2. | <p>Experience:</p> <ul style="list-style-type: none"> • A forward-looking approach to challenges and opportunities with evidence of vision, adaptability, entrepreneurship and resilience • Proven experience at senior management level including effective Board level experience • Successful experience in service redesign and transformation; to integrate multiple service areas and provide a seamless service. • Experience in providing and maintaining affordable quality homes to a modern standard • Strategic delivery and improvement of Care Services and supported Housing Schemes. • Strategic delivery and improvement of Housing Management Services • Sound knowledge of Housing, Charity, and social care legislation and its application • Leading and empowering staff and teams to achieve success and Staff development and management experience | <p>E</p> <p>E</p> <p>E</p> <p>E</p> <p>E</p> <p>E</p> <p>E</p> |

| | | |
|----------|--|---|
| | <ul style="list-style-type: none"> • Proven and demonstrable multi-sector experience in social care, housing, community engagement / fund-raising in the not for profit sector • Managing budgets and fee accounts and achieving income generation and VFM services • Experience running effective Change Management processes • Experience developing strategic partnerships | <p>E</p> <p>E</p> <p>E</p> <p>E</p> |
| 3 | <p>Knowledge/skills:</p> <ul style="list-style-type: none"> • Business acumen, commercial awareness and an analytical approach. • Problem solving and decision making skills • Prioritises and plans effectively • High level IT literacy to report on services and lead service transformation | <p>E</p> <p>E</p> <p>E</p> <p>E</p> |
| 4 | <p>Qualifications:</p> <ul style="list-style-type: none"> • Relevant professional qualification, e.g., Masters / Chartered institute of appropriate Body • Professional management qualification | <p>D</p> <p>D</p> |
| 5 | <p>Other:</p> <ul style="list-style-type: none"> • Commitment to Customer Service, Tenant involvement and Community Engagement • Commitment to the values of Octavia • Ensures quality and performance goals are met • Committed to a partnering approach to service provision and development • Clear leadership skills • Communicates clearly at all levels • Self-motivated and demonstrates drive and • Determination • Committed to continuous professional development | <p>E</p> <p>E</p> <p>E</p> <p>E</p> <p>E</p> <p>E</p> <p>E</p> <p>E</p> |

RECRUITMENT TIMETABLE & PROCESS:

| | |
|---|---|
| Closing Date: | Friday 15 th December 2017 at 2.00 pm |
| Longlist Interviews with Recruiters: | Monday 8 th & Tuesday 9 th January 2018 (London SE1) |
| First Octavia Interview: | Monday 15 th January 2018 (London W10) |
| Final Octavia Interview: | Monday 22 nd January 2018 (London W10) |

To Apply:

Please provide:

- 1) A **CV** (no more than 3 pages A4) together with
- 2) A **Supporting Statement** (2 pages maximum), which demonstrates your match to the person specification by answering the following questions:
 - a) **Why do you think you can do this job?**
 - b) **Why this job?**
 - c) **How do you work best?**
- 3) A confidential **Monitoring form**

Please note the **Closing date** for sending your completed Application (CV/ Supporting Statement/ Monitoring Form) is: **2.00 pm on Friday 15th December:**

By email to: rec@thehousingexecutive.com

Or, by post to: **The Housing Executive, 24 Cornwall Road, London SE1 8TW.**

ALL applications will be acknowledged by email or telephone.

If you would like to discuss any aspect of this post or the process, in confidence, please call Tony Clark or Carol Drummond, directors at The Housing Executive, on 020 7620 3048.

We look forward to receiving your application - do call if you have any queries. Thanks again for your interest in Octavia.

About the Process:

Assessment of Applications will take place in **w/c 18th December** and we will contact you that week to either arrange an interview for **8th/9th January 2018**, or to let you know if you have not been successful. All candidates will be informed.

Candidates who are selected for interview with the recruiters will be asked undertake verbal and numerical reasoning tests.

Interviews with Octavia will take place on **15th January 2018** and final interview on **22nd January 2018**; further details will be provided to shortlisted candidates.

CONDITIONS OF SERVICE

(Subject to contract)

| | |
|----------------------------------|--|
| Post: | Director of Housing, Care and Communities |
| Term: | Permanent |
| Location | Emily House, 202-208 Kensal Road, London, W10 5BN |
| Hours: | 35 hours per week |
| Salary: | circa £95,000 per annum |
| Performance Award: | Non-consolidated bonus linked to performance is available |
| Pension: | Social Housing Pension Scheme (SHPS) applies. Employer contribution up to 10% can be paid. |
| Life Assurance: | 3 times annual salary |
| Annual Leave: | Starts at 25 days not including public holidays, rising to 30 after 5 years' service. |
| Other Benefits: | Healthcare: we offer access to a health Cash-Plan with Simply Health at a corporate rate Employee Assistance Programme Free Flu Jab Free Eye care/Spectacle Vouchers Ability to buy and sell leave Paid subscription to a professional body |
| Salary Sacrifice Schemes: | Season Ticket Loan Ride to Work Childcare Vouchers |

A summary of employee benefits can be sent to you by The Housing Executive on request, or further information is available on our website:

https://www.octavia.org.uk/join_our_team/staff_benefits

