

## JOB DESCRIPTION

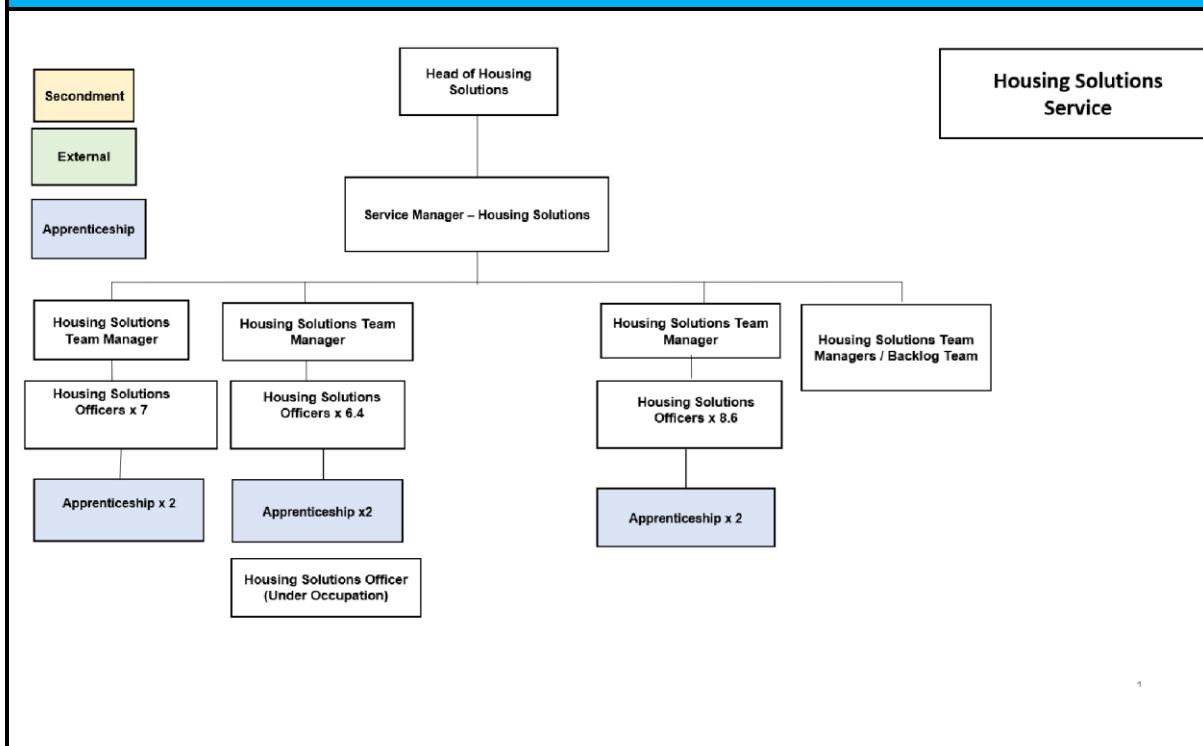
<b>Job Title</b>	Service Manager – Housing Solutions
<b>Department</b>	Housing Needs and Transformation
<b>Section or Service</b>	Housing Solutions
<b>Grade</b>	Grade H

### DESIGNATION:

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<b>Responsible to:</b>	Head of Housing Solutions
<b>Employees directly supervised (if applicable):</b>	4 Directly - 26 Officers in total 4 x Housing Solutions Team Managers

#### Family Tree



## **1. JOB PURPOSE:**

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- To be the strategic lead on the operational implementation for Part 6 and 7 of the Housing Act 1996 as amended. This includes overseeing a group of managers to deliver compliance and quality assurance of the Councils Housing Register, allocations policy, under occupation mobilisation and Homelessness powers and duties.
- To lead and create innovative services to meet Government performance indicators.
- To oversee the provision of advice and assistance to public and private sector landlords with tenancy support with an understanding of the impact of Welfare Reforms
- To create effective senior partnership working with internal and external agencies which will lead to effective predictive.
- To provide a continuous learning environment for staff, partners and key stakeholders.
- To provide reliable and valid data to Central and Local Government on homelessness services and in particular homelessness prevention.

## **2. DESCRIPTION OF DUTIES:**

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- To implement the Council's Homelessness and Rough Sleeping strategy coordinating the activities of all service areas responsible.
- Responsible for the customer focussed, efficient and effective delivery of the services within Housing Solutions.
- To oversee the provision of advice and assistance to public and private sector landlords with tenancy support with a view to preventing homelessness with particular reference to the Welfare Reforms and to ensure that assistance is given to all households of all tenures to prevent homelessness through active intervention.
- To lead a team to develop a Private Rented Sector offer that delivers settled homes and shows a high level of technical knowledge on locations that residents may choose to live. This should include the impact of welfare reform and the cost of accommodation in the borough.
- To oversee and protect the Council reputation in Court as and when required when pursuing criminal or civil action against landlords/agents.
- To oversee and control the provision of financial and administrative support for all the service areas that directly report to Housing Solutions Manager. Responsible for monitoring budgets and controlling spend and achieving savings targets. Be responsible for staffing budgets
- To manage highly complex / high risk issues within the framework of homelessness, private rented sector and temporary accommodation provision ensuring that objectives and targets are developed and agreed in line with service plan.
- To use high level initiative in deciding what course of operational actions to take to deliver homelessness services. This should include exercising expert judgement in assessing complex stakeholder requirements, potential risk and managing quality assurance of service.

- To develop, monitor and deliver high level performance outcomes for each of the service areas managed. To provide insight and advice to peers within the Division as and when required.
- To act as the Housing Solutions' operational lead in developing and improving systems, policies and processes which encourage 'right first time' service delivery. This should include ensuring that the services standards maintain high levels of customer satisfaction continually improve.
- Write, agree, consult, and sign off working policies and procedures linked to the successful and efficient delivery of services, including day to day operations, legislative requirements and best practice
- To develop short, medium and long terms goals which will ensure that the service provides the best customer service to all residents, advocates and relevant stakeholders.
- To lead in the research and identification of best practice and ensure that this is incorporated into service redesign.
- To lead on the development of a range of self-help tools and information to be made available through local outlets, websites, and other media and outlets.
- To attend and represent the Council at national, sub regional, local and other such type of public events.
- To deputise for the Head of Housing Solutions in all matters relating to the Housing Solutions Service in general and to the specific areas being managed.
- Management and supervision of direct reports including performance monitoring, conducting appraisals, implementing human resource processes as required. Identify training and development needs and developing plans and arrangements to ensure these needs are met.
- To deal with enquiries, complaints and correspondence from clients and their advocates, including solicitors, councillors, MPs, the ombudsman and other housing providers, in line with the Council's complaints and enquiries procedure. This may include preparing information to support court cases for which the post-holder is responsible.
- To ensure that reasonable care for the safety and health for themselves and others who may be affected by their acts; and to work with management to comply with Service/Unit procedures and protocols and with the Councils Health and Safety Policy and all guidance, instructions and risk assessments.

### **3. DIMENSIONS**

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- Financial responsibility - Annual budgetary amounts with which the job is either directly or indirectly concerned.

Delegated responsibility for the following budgets:

- The post holder will support the Head of Housing Solutions in direct responsible for budget in excess of £2m per annum.
- Delegated responsibility for all running cost budgets (salaries etc) for the Teams under the post holder's control.

- Responsibility for special budgets including grant expenditure in specific areas. For example, homelessness prevention funds and rent deposits – circa £530k
- Monitoring and controlling all financial transactions carried out by Teams under the post holder's control

#### **4. ANY OTHER STATISTICS RELATING TO WORK**

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Comparative data from London Councils informs the directorate of the following\*:

- The borough has 1.75% of the total population of London.
- It has close to double the rate of households per thousand accepted as homeless than the rest of London.
- It has a higher rate of children living in poverty than the London average.
- A higher rate of in work poverty than the London average.
- <https://betadirectory.londoncouncils.gov.uk/demographics/rbkc/>
- One of the highest levels of temporary accommodation use in London and across the Country. This has resulted in temporary accommodation budget pressures that are not sustainable.

All staff are expected to carry out their job in compliance with the Councils Constitution. This means being familiar with the policies and procedures relevant to the job and asking for information and advice if you are unsure of the correct course of action. The Council's Constitution is published on the Internet.

The duties and responsibilities outlined in this job profile are indicative of the role; however, they are not exhaustive and may be subject to change. In addition, you will be required to undertake other reasonable duties as directed by your manager.

I agree to the above job description.

**Post Holder**.....

**Date**.....

**Director / Chief Officer**.....

**Date**.....

## SELECTION CRITERIA/PERSON SPECIFICATION

<b>Job Title:</b>	Service Manager – Housing Solutions
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### Conditions to Note:

### Candidates:

When completing your application form, please address your answers directly to each of the selection criteria below. This enables the panel to assess your ability to meet each criterion. It is essential that you give at least one example of your ability to meet each of the four Values and Behaviours: Putting Communities First, Respect, Integrity and Working Together.

### Recruiting Managers:

The following values and behaviours are essential criteria in each post and must be addressed directly by candidates. The Guidance Notes on values and behaviours for managers give example questions to probe candidates in the interview and application stages of the recruitment process.

### Values & Behaviours

The Royal Borough of Kensington and Chelsea has identified four key behaviours and values that should be demonstrated by all council employees. Successful candidates will show the ability to meet these behaviours.

<b>A</b>	<b>Equal Opportunities</b>  Demonstrate an understanding of and commitment to Council policies in relation to Equal Opportunity, Customer Care and service delivery, and the ability to implement these policies in the workplace.													
<b>B</b>	<b>Qualifications</b>  <b>Essential:</b> <ul style="list-style-type: none"> <li>Educated to degree standard or equivalent relevant qualification and experience</li> </ul>													
<b>C</b>	<b>Knowledge &amp; Experience:</b>  <b>Essential (E) Desirable (D) Shortlisting criteria (S) Interview (I) Test (T):</b> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center;">Knowledge &amp; Experience</th> <th style="text-align: center;">Essential (E) or Desirable (D)</th> <th style="text-align: center;">How assessed (S/ I/ T)</th> </tr> </thead> <tbody> <tr> <td>Thorough understanding of the government's agenda on homelessness and welfare reform.</td> <td style="text-align: center;">(E)</td> <td style="text-align: center;">(S)(I)(T)</td> </tr> <tr> <td>Comprehensive knowledge and understanding of housing needs issues, legislation, and case law, including lettings, and the housing register.</td> <td style="text-align: center;">(E)</td> <td style="text-align: center;">(S)(I)(T)</td> </tr> <tr> <td>Experience of successfully leading significant change programmes/projects working collaboratively to drive and successfully support change and deliver performance outcomes</td> <td style="text-align: center;">(E)</td> <td style="text-align: center;">(S)(I)</td> </tr> </tbody> </table>		Knowledge & Experience	Essential (E) or Desirable (D)	How assessed (S/ I/ T)	Thorough understanding of the government's agenda on homelessness and welfare reform.	(E)	(S)(I)(T)	Comprehensive knowledge and understanding of housing needs issues, legislation, and case law, including lettings, and the housing register.	(E)	(S)(I)(T)	Experience of successfully leading significant change programmes/projects working collaboratively to drive and successfully support change and deliver performance outcomes	(E)	(S)(I)
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	Experience of effectively running a front-line service to homeless households with a strong emphasis on preventing homelessness.	(E)	(S)(I)
	Experience of communicating effectively to customers and at all levels of the organisation.	(E)	(I)(T)
	Knowledge of the wider organisation and business context to enable effective contribution to operational and strategic issues.	(E)	(I)
	Knowledge of the Governments modernisation agenda and the implications for enhanced customer access and service delivery.	(E)	(I)
	Experience of developing and implementing successful customer care strategies and standards.	(E)	(S)(I)
	Experience of building strong internal and external relationships to focused to deliver corporate business objectives.	(E)	(I)
	Experience of managing and delivering multiple and complex dispute resolution services.	(E)	(S)(I)

<b>Our Values &amp; Behaviours</b>	
<b>D</b>	<div style="background-color: #00bcd4; color: white; padding: 5px; text-align: center; border-radius: 10px;"><b>PUTTING COMMUNITIES FIRST</b></div> <ul style="list-style-type: none"> <li>We put local people at the heart of decision making in everything we do.</li> <li>We seek to include and involve: all voices matter.</li> <li>We provide quality services that are responsive, effective and efficient.</li> </ul> <p>The following examples are indicators of effective behaviour:</p> <ul style="list-style-type: none"> <li>I actively involve and develop internal and external relationships that include the communities that I serve in my work.</li> <li>I shall lead my service and ensure that they reflect the views of the communities in my daily work.</li> <li>I shall improve the service that my teams provide through seeking feedback from them and others.</li> </ul> <p>Our residents will feel that:</p> <ul style="list-style-type: none"> <li>They are listened to, and the service provides them with a range of options</li> <li>They will see a service that support and reflects the profile and needs of the borough.</li> <li>Improvements and developments have been made by providing information that informs them of what my service is doing to help.</li> </ul>
<b>E</b>	<div style="background-color: #00c853; color: white; padding: 5px; text-align: center; border-radius: 10px;"><b>RESPECT</b></div> <ul style="list-style-type: none"> <li>We listen to everyone and value the personal experiences of people in our communities and of each other.</li> <li>We adopt a fair, and involving approach regardless of any way in which an individual</li> </ul>

	<p>is different to us.</p> <p>The following examples are indicators of effective behaviour:</p> <ul style="list-style-type: none"> <li>• I will lead my teams and ensure that they adapt their approach to take account of all differences and cultures in the community and with colleagues.</li> <li>• I will lead my teams and ensure that they are equitable and fair by including those who are quiet or may not be able to represent themselves.</li> <li>• I will lead by example and ensure that I communicate in a way that is respectful, encourages involvement and meets people's needs.</li> </ul> <p>Our residents will feel that:</p> <ul style="list-style-type: none"> <li>• My teams respect their culture and background.</li> <li>• My teams deliver confidence that action is being taken.</li> <li>• My teams will complete important tasks in a timely fashion.</li> </ul>
<p><b>F</b></p>	<div data-bbox="256 741 831 824" style="background-color: #00AEEF; color: white; text-align: center; padding: 5px; border-radius: 10px; margin-bottom: 10px;"> <p><b>INTEGRITY</b></p> </div> <ul style="list-style-type: none"> <li>• We act with openness, honesty, compassion, responsibility and humility.</li> <li>• We let people know what we are doing and communicate why and how decisions have been made.</li> </ul> <p>The following examples are indicators of effective behaviour:</p> <ul style="list-style-type: none"> <li>• I will lead teams that demonstrate empathy in my interactions with others.</li> <li>• My teams will be honest and transparent about the decisions that we make.</li> <li>• I follow through on the actions I say I will take and take ownership for communicating the outcome.</li> </ul> <p>Our residents will feel that:</p> <ul style="list-style-type: none"> <li>• When they told something is not possible, the reasons are explained clearly and with compassion.</li> <li>• Even when the outcome is not what the resident may want, their perspective has been listened to and understood.</li> <li>• Their views are valued and placed into service designs as much as reasonably possible.</li> </ul>
<p><b>G</b></p>	<div data-bbox="256 1503 783 1585" style="background-color: #00B050; color: white; text-align: center; padding: 5px; border-radius: 10px; margin-bottom: 10px;"> <p><b>WORKING TOGETHER</b></p> </div> <ul style="list-style-type: none"> <li>• We work together and in partnership with everyone that has an impact on the lives of our residents.</li> <li>• We want to understand, learn from each other and continually adapt.</li> </ul> <p>The following examples are indicators of effective behaviour:</p> <ul style="list-style-type: none"> <li>• I will lead my teams to work with others to provide an effective service for residents, local communities and other departments within the Council.</li> <li>• I will lead my teams to seek ways to work with other departments to deliver a seamless service and find opportunities to improve.</li> <li>• I will lead my teams to seek out opportunities to learn from my colleagues and build on good practice.</li> </ul>

Our residents will feel that:

- They can get their housing need issues resolved without being passed around departments.
- They will find it easy to access the services that they may need.
- They will feel that Council is open to new ideas.