

Job Profile

Post	Housing Services Team Manager
Delegated Authority	Level 6
Team	Housing Services
Responsible to	Head of Property Services
Responsible for	Team of Income officers and one Housing officer

Job Purpose

Ensuring that SHP is acting in compliance with the terms of our Management agreements with Registered Providers, and under the direction of the Head of Property Services and in association with the Senior Management Team ensure that the RP's are meeting their obligations to SHP.

Responsible for a team of who provide:

- a) Rent and licence charge arrears management across all SHP services (currently 600+ units)
- b) Intensive housing management and tenancy sustainment support to clients in our semi-permanent accommodation (86 units)

Key accountabilities

1. People Management

- 1.1 To recruit, induct, supervise and appraise staff in line with Policy and procedure, line managing staff so that they function as a high performing team that is developed and encouraged to fulfil their full potential.
- 1.2 Induct new SHP Accommodation Managers in the arrears management system, and Managing Agent responsibilities.

2. Rent and Service charge income collection

- 2.1 Contribute to annual rent and service charge setting process for managed stock with the Head of Property Services and Finance Team. Where required also assisting with mailing of legally compliant rent increase letters.

- 2.2 Developing use of Pyramid (rent system) and Pyramid Online to meet the organisations rent monitoring and recording needs, undertaking liaison on a regular basis with the Rent Officers in Finance Team to ensure the accuracy of the rent system records.
- 2.3 Using Pyramid and Pyramid Online to track performance against key performance indicators and taking action where services are performing below the target level.
- 2.4 Ensuring the delivery of rent surgeries at local schemes to support the client facing work in relation to the collection of charges and more complex benefit claims or circumstances.
- 2.5 Budget holding responsibility for expenditure relating to possession cases.
- 2.6 Maintaining an overview, and ensuring that arrears action is taken in line with organisational Policy and that cases being escalated for legal action are taken forward, in a way that is compliant with the Management agreement.
- 2.7 Co-ordination of all legal action, including advice and guidance to teams around constructing a fair and full case for possession satisfying proportionality and SHP's procedural criteria. This will also include attending court where cases are defended or in any way contentious.

3. Tenure Management

- 3.1 Ensure that the accommodation under the team's management is maintained to a high standard, that effective systems are in place to identify necessary improvements and effect change.
- 3.2 Ensure that voids are managed within organisational procedure, liaising with the maintenance team to ensure target timescales and re-let standards are met.
- 3.3 Ensure that vacancies within accommodation under the team's management are promoted, with a clear referral pathway and criteria, and comprehensive assessment is completed to ensure that appropriate offers are made within timescales to minimise vacant units.
- 3.4 Ensuring that all services have access to the correct tenure agreements and the skills and knowledge to use and apply them correctly.
- 3.4 Ensure in liaison with the Maintenance Manager and the Facilities manager that good quality repairs are undertaken in a timely manner, and that the services delivered at the semi independent sites is of high quality and offers residents good value for money, putting in place regular inspections and arrangements for feedback.

4. Client satisfaction and consultation

- 4.1 Ensure that complaints and suggestions from clients are responded to in accordance with policy and that any required action resulting is implemented and fed back in a timely fashion.
- 4.2 Put in place appropriate mechanisms for regular consultation with service users about the quality of service they receive. Undertaking an annual satisfaction survey to establish the quality of service provided both by SHP and the owning Registered Provider. Developing action plans in response to consultation in agreement with the Head of Property Services.

5. Monitoring information

- 5.1 Producing arrears monitoring information for Head of Property Services, the wider SMT and the Board that tracks progress against key performance targets and identify significant trends or barriers to rent collection.
- 5.2 Preparing annual and quarterly performance returns for the registered Providers at the required intervals, ensuring that returns are completed for both the stock under the management of the Property Services Team and other SHP sites. Checking with the Assistant Directors where information provided may be below anticipated standards.
- 5.3 Liaising with Finance team to ensure that rent information provided to Registered Providers takes account of periods where voids are the result of RP delayed or planned maintenance, notifying the Head of Property Services cases requiring refund or credit notes.
- 5.4 Ensure that exception reporting is provided against KPI reports where schemes or individual arrears cases sit outside organisational targets or standards.

6. Relationship management and communication

- 6.1 Providing the main point of contact for Registered Provider communication on day to day issues, working collaboratively with the Maintenance Manager where queries relate to outstanding or planned repairs.
- 6.2 Escalating issues of concern through the Head of Property Services and the relevant Assistant Director.
- 6.3 Liaison with the CEO who will lead on Management Agreement re-negotiations.

- 6.4 Ensuring that staff and Managers receive information about changes to management agreement requirements, and legislative or best practice changes to Housing Management policy and procedure in a timely manner.
- 6.5 To hold periodic monitoring meetings with RP's, with Head of Property Services and relevant Assistant Directors.
- 6.6 To ensure that all legal action is communicated with RP's, and legal requirements are complied with.

7. Assessment and support

- 7.1 Ensure that clients within the semi independent stock have their needs assessed at referral, and that this is reviewed through regular property visits, welfare checks and direct consultation, and that INFORM is used to record all contacts.
- 7.2 Putting in place suitable liaison with the clearing house and TST teams to ensure that clients living in the Clearing House units are suitably referred, and supported in relation to their tenancy sustainment.
- 7.3 Where clients require support beyond that of intensive housing management, ensure that appropriate onward referrals are made to statutory agencies or floating support services. Utilising by agreement in house support teams to support the referral process.
- 7.4 Ensure that all clients have a risk assessment at the point of referral, and that is reviewed after any incident or change in support need, where this informs lone working and safeguarding practices.

8. Health and safety

- 8.1 Liaising with the Health and Safety Co-Ordinator, and through the Housing Officer, ensure the health and safety requirements for the semi independent stock are met.
- 8.2 Ensure that all duties and responsibilities are carried out in compliance with the Health and Safety at Work Act 1974, Statutory Regulations and Organisational Policies and Procedures.
- 8.3 Ensure that staff are aware of their responsibilities under SHP Health and safety policies and have completed the required training.
- 8.4 Ensure that all RP risk assessment and property inspections are recorded on INFORM, and all non conformities are addressed and recorded within specified timescale.

9. Quality Assurance

9.1 Undertake under the guidance of the Head of property Services and the Assistant Director Practice Development periodic internal quality audits looking at rent policy and tenure compliance across the organisation.

10. Organisational Resources for Housing management

10.1 Provide regular briefings to Team and Service managers in relation to the work of the team and planned changes to operational processes, procedure or national policy relating tenure management.

10.2 In association with Head of Property Services identify where external advice or training needed in relation to wider or national social Policy or Welfare Benefits Policy changes and in particular where these changes will impact our clients or our income from rent.

10.3 Alongside the Head of Property Services develop briefing notes and procedural guidance for support staff and managers and good quality information for service users in relation to rent and tenure management.

11. Data Requirements and Client records

11.1 Ensure that client records are maintained in the required format in both Inform and Pyramid by all members of the team.

11.2 In association with the Head of Property Services make recommendations for data reports and function improvement within Pyramid.

11.4 To comply with and ensure that staff comply with the organisational requirements to protect personal and confidential information and with the internal procedures to support the management of risks regarding information security breaches.

12. Risk Management

12.1 To understand and ensure that staff understand that management of risk is the responsibility of everyone and will be achieved with a progressive, honest and open environment. Ensuring that the necessary understanding, training and support is provided.

12.2 Ensure that the team comply with client and property risk management procedures .Under the direction of the Head of Property Services, the team have in place a suitable emergency and business continuity plan and that each team member is familiar with their roles within that plan.

13. Safeguarding Children and Adults

13.1 To be able and committed to and ensure that staff are able and committed to safeguarding children and vulnerable adults in line with SHP policies, and to ensure that comprehensive records keeping of such concerns and referrals.

Technical and Professional Know-How required for Effective Performance

- Proven ability to manage and prioritise a busy workload, working to meet deadlines.
- Proven understanding and application of legislative framework relating to housing management.
- Experience of strong partnership working, and understanding of Management Agreement arrangements with Registered Providers.
- Ability to develop organisational policy, and provide guidance and support to internal teams.
- Proven ability to directly manage semi independent accommodation, and understanding of effective assessment and management of support needs and risk associated with SHP clients within such accommodation.
- Understanding of rent collection, ability to monitor performance against targets and produce detailed performance reports for senior management.
- Ability to effectively lead a team, delegating and monitoring performance, to ensure effective service provision, and achievement of performance targets.
- Ability to manage allocated budget.

Competencies Required For Effective Performance:

Competency	What this looks like in practice	Level
<p>Analytical Thinking</p> <p>(The ability to give proper consideration to problems and to come up with good solutions.)</p>	<p>Gathers the required information to solve problems</p> <ul style="list-style-type: none"> ▪ Steps back from the problem and considers what information is required. ▪ Collects the information required to solve the problem. ▪ Draws upon and learns from previous experiences of self and others. ▪ Organises the information in a logical way. 	1
	<p>Sifts and analyses information</p> <ul style="list-style-type: none"> ▪ Processes information quickly and draws accurate conclusions. ▪ Breaks down problems into their parts, identifies cause and effect. ▪ Makes accurate deductions. ▪ Evaluates whether arguments or cases are complete or sound. ▪ Challenges incorrect information or discrepancies. ▪ Reflects on what they've done and learns from it. 	2
	<p>Solves complex and strategic problems</p> <ul style="list-style-type: none"> ▪ Sees beyond the immediate issue. ▪ Considers the wider and strategic implications. ▪ Takes into account wider political, social and economic factors. ▪ Is able to articulate abstract and complex problems. ▪ Carries out analysis of complex information in order to identify the main issues. ▪ Considers the whole process or situation from different angles. ▪ Proposes new or original solutions. 	3
<p>Commitment and Drive</p> <p>(The ability to take the initiative and achieve targets and results)</p>	<p>Is conscientious and professional</p> <ul style="list-style-type: none"> ▪ Meet targets and deadlines. ▪ Do what they say they are going to do. ▪ Prepares properly for meetings and events. ▪ Complies with defined policies and procedures. ▪ Understands the need to evidence what we do. ▪ Completes paperwork and reports in line with standards. 	1
	<p>Is proactive and solution focused</p> <ul style="list-style-type: none"> ▪ Is enthusiastic and positive in what they do. ▪ Do things before they need to be told. ▪ Find solutions for themselves. ▪ Knows when to make decisions and when to seek support from others. ▪ Is flexible and adapts response according to the situation while working within. SHP policies and procedures. 	2

	<p>Goes the extra mile</p> <ul style="list-style-type: none"> ▪ Willingly take on extra tasks and/ or responsibilities outside of their current role. ▪ Look for and enjoy new challenges and opportunities. ▪ Achieve results through their own motivation and drive. ▪ Starts and carries through new projects. ▪ Consistently achieve high standards for themselves (and others). 	3
<p>Efficiency and Effectiveness</p> <p>(The ability to plan and organise work so that deadlines, targets and standards are met)</p>	<p>Organises own work</p> <ul style="list-style-type: none"> ▪ Thinks ahead about what needs to be done. ▪ Sets clear priorities for work. ▪ Shows good attention to detail; checks work for accuracy. ▪ Keeps files and other paperwork up to date. ▪ Knows where to find things. ▪ Meets targets and deadlines. 	1
	<p>Consistently delivers work on time and to standards</p> <ul style="list-style-type: none"> ▪ Produces work quickly. ▪ Meets quality standards. ▪ Plans work and projects, sets clear milestones. ▪ Monitors progress and takes action where performance deviates from plan. ▪ Juggles several tasks and projects at any one time without letting any drop. 	2
<p>Teamworking</p> <p>(The ability to work cooperatively and supportively with their own team and other teams across SHP)</p>	<p>Supports and considers others</p> <ul style="list-style-type: none"> ▪ Does their fair share. ▪ Is flexible and is prepared to help with things which are outside their own role. ▪ Sees when others are struggling and offers help. ▪ Owns their decisions and does not pass the buck. ▪ Actively contributes to team meetings. ▪ Shares knowledge and ideas with colleagues. ▪ Actively supports other teams across SHP. ▪ Promotes SHP as an organisation inside and outside the organisation. 	1
	<p>Builds team spirit</p> <ul style="list-style-type: none"> ▪ Acts to promote cooperation in the team. ▪ Emphasises the strengths of the team and builds on them. ▪ Offers support and coaching when required. ▪ Proactively identifies and manages conflict within the team. ▪ Takes collective responsibility for team actions and decisions. ▪ Represents the team positively to others in SHP. 	2

	<p>Promotes teamwork across SHP</p> <ul style="list-style-type: none"> ▪ Actively encourages teams across SHP to share best practice and new ideas. ▪ Ensures that each team understands how they contribute to the organisation as a whole. ▪ Finds out what other departments are doing to see if they can learn from them or to share ideas. ▪ Ensures that each service/area promotes SHP as a whole externally and internally. 	3
<p>Effective communication</p> <p>(The ability to communicate with others in a cooperative and sensitive way.)</p>	<p>Communicates clearly</p> <ul style="list-style-type: none"> ▪ Can talk to different types of people effectively. ▪ Checks that they have been understood. ▪ Speaks to people in a respectful and courteous manner. ▪ Respects and takes into account cultural differences. ▪ Uses appropriate body language. ▪ Writes clearly and concisely. ▪ Uses appropriate methods of communication. 	1
	<p>Shows warmth and consideration to others</p> <ul style="list-style-type: none"> ▪ Is open and honest. ▪ Makes every effort to put people at their ease. ▪ Is a good listener; gives people time. ▪ Takes time to tune into what others are really thinking and feeling. ▪ Is very aware of their own emotions and feelings and how these impact on others. 	2
	<p>Influences people inside and outside the organisation</p> <ul style="list-style-type: none"> ▪ Speaks with enthusiasm and conviction. ▪ Networks effectively inside and outside of SHP. ▪ Adapts their style and approach to the needs of the audience. ▪ Presents information so that others understand and are engaged. ▪ Sells the benefits of their proposals to others. ▪ Finds win- win results for both parties in a negotiation. 	3
<p>Resilience</p> <p>(The ability to deal with situations with clients and colleagues with confidence.)</p>	<p>Is self aware</p> <ul style="list-style-type: none"> ▪ Takes time to reflect on actions and behaviours and learn from them. ▪ Admits when they make mistakes and learns from them. ▪ Has the confidence to review what works and does not work. ▪ Is aware of their own strengths and areas for development. ▪ Takes responsibility for their own learning. 	1

	<p>Is assertive and self confident</p> <ul style="list-style-type: none"> ▪ Presents self in a confident manner. ▪ Raises issues in a constructive way. ▪ Able to make clear decisions and act on them. ▪ Remains calm and self controlled in challenging situations. ▪ Acts decisively and appropriately in a crisis. 	2
<p>Putting the Customer First</p> <p>(The willingness and ability to deliver the best possible person centred service to our customers - customers may be service users, RSLs, statutory bodies, colleagues in other departments etc.)</p>	<p>Builds effective relationships with customers</p> <ul style="list-style-type: none"> ▪ Makes themselves available for the customer. ▪ Treats people with respect and courtesy. ▪ Explores with customers their specific needs. ▪ Is very clear with boundaries – the customers and their own. ▪ Recognises that SHP exists to provide a service to our customers. 	1
	<p>Finds positive solutions to meet customer needs</p> <ul style="list-style-type: none"> ▪ Actively seeks and offers alternative ways of meeting customers needs. ▪ Is responsive to customer problems, and works with them to resolve problems promptly. ▪ Foresees problems rather than waiting for them to happen. ▪ Asks for feedback from customers about the service provided, and acts on it. ▪ Establishes effective working relationships with other agencies to meet customer needs. ▪ Knows when to refer on to other agencies. 	2
	<p>Takes actions to improve customer service</p> <ul style="list-style-type: none"> ▪ Asks for others’ ideas about how service can be improved. ▪ Looks for ways to make procedures and systems more customer-friendly. ▪ Involves customers in continuously improving the service. ▪ Collaborates with other agencies and organisations to promote joint working. ▪ Ensures that customer feedback affects real change across SHP. 	3
<p>Embracing Change and Innovation</p> <p>(The willingness and ability to adapt to changing circumstances and come up with new and innovative ideas.)</p>	<p>Responds positively to change</p> <ul style="list-style-type: none"> ▪ Sees the positive aspects of change. ▪ Is flexible and adapts easily to new requirements. ▪ Is willing to learn and to take on new skills. ▪ Offers constructive alternatives if they disagree with a change. 	1
	<p>Generates new ideas</p> <ul style="list-style-type: none"> ▪ Challenges the way that things are done now and proposes a better way. ▪ Comes up with creative solutions and ideas. 	2

	<ul style="list-style-type: none"> ▪ Seeks new ways of working in partnerships. ▪ Asks for others ideas on how changes and new ideas can be implemented. ▪ Looks for new opportunities for promoting SHP. 	
	<p>Is entrepreneurial</p> <ul style="list-style-type: none"> ▪ Finds innovative solutions for improving the service. ▪ Look for many different ways of creating new business. ▪ Seizes opportunities to respond creatively to strategic external agendas. 	3