

LONDON BOROUGH OF REDBRIDGE ROLE DESCRIPTION AND PERSON SPECIFICATION

Role Title:	Housing Supply Manager		
Directorate:	Place	Grade:	LBR 15
Department:	Housing	Hours/weeks:	36 hours/52.14 weeks
Function:	Housing Needs	Post number:	S000352
Team:	Housing Needs	Base/location:	Lynton House
Reports to:	Head of Housing Needs		
Responsible for:	Housing Supply Team Leader; Acquisitions Team Leader; Temporary Accommodation Management Team Leader and Hostel Manager;		

Role and Context

Ensuring effective procurement of accommodation to meet the council's needs under part VII of the Housing Act 1996 for temporary accommodation, prevention and discharge of the homeless duty, including the development of new initiatives and set up of schemes and acting as the key link for the delivery of capital schemes commissioned for temporary accommodation

Ensuring the effective direct management of temporary accommodation and contract management of private sector and housing association temporary accommodation providers

Responsible for the provision of a comprehensive assessment process for applications to the housing register under part VI of the Housing Act 1996.

Overall Role Purpose:

Responsible for the provision of a lawful and efficient allocations process for permanent and temporary accommodation, including promoting alternative housing options and initiatives and housing mobility and managing the letting process for temporary units.

Contribute to the effective management of the Housing Needs service as part of the Housing Needs Management team.

Manage the Housing Supply Section and its teams

This is a specialist role that will be at the forefront of the services delivered to meet the objectives in the Homelessness Act 2017, particularly around developing new and innovative accommodation solutions to meet need.



Role Context:

Needs to support the Councils key values and strive to operate a service which promotes honesty, fairness, excellence and collaboration, with the aim of improving resident's quality of life, promoting opportunity and building strong communities. Ensuring we can respond rapidly to change, build on those strong communities, can be financially self- sufficient and promote local democracy

This position is fundamental to the provision of housing advice and homelessness services to vulnerable customers who may approach the council for assistance as a result of the Housing Act 1996, Homelessness Reductions Act 2017 and other key housing legislation, alongside the Childrens Act and the Care Act. It is a specialist role where the post holder is expected to apply knowledge and experience to the development of innovative accommodation solutions to meet housing need

This is a very specialist role that will be at the forefront of the prevention of homelessness, and at the cutting edge following the introduction of the Homelessness Act 2017. In particular the new duties created by the legislation will apply additional pressure to develop a greater range of solutions and to do so at low cost

Key Accountabilities and Result Areas

Contribute to the overall management of the Housing Needs Service and report to and deputise for the Head of Housing Needs

Ensure the effective and efficient management of the Housing Supply Service, taking into account current legislation and Council policy.

Ensure effective services, and put policies and procedures in place to ensure this happens.

Lead the relationship management between Housing Needs and Strategic Procurement across the range of housing challenges in which they may be jointly involved

1. Strategy and Planning

Monitor the performance of the Service area and ensure it is delivered efficiently and effectively to a high standard of customer care and that timescales and deadlines for assessments, allocations, void management, responses to complaints and advocacy and supply targets are met and there is high quality decision making

With the Head of Housing Needs develop and maintain a robust procurement strategy to meet the services current and future temporary accommodation needs and needs for accommodation for homeless prevention and homeless discharge to the private rented sector. Ensure the Procurement Strategy is endorsed through the Council's Cabinet in line with annual requirements.

Develop and implement a range of new temporary accommodation initiatives, for example new hostel models, property conversions, temporary structures, new leasing and purchase options, either directly or in conjunction with the Council's Capital Delivery team

Ensure the effective management of the housing register assessment and allocations process in line with the law according to Part VI of the Housing Act 1996 and Housing Allocations Scheme

Contribute to the development of the Housing Needs Service policies, plans and key priorities

Ensure teams meet relevant key objectives from the Council's Homelessness Strategy.

2. Operations

and Support

To contribute to the overall development of the Council's Housing Needs service.

To have senior management oversight of a range of decisions including the offer of accommodation, resources for prevention initiatives, allocations and social housing priority

Identify, prepare and contribute to bids for funding opportunities

Represent the service at key meetings internally and with external partners

To ensure the team consider customers vulnerability under either the law on housing, the Care Act 2014, or the Children Act 1989

To ensure teams appropriate contributions to the development of high quality Personalised Housing Plans.

To ensure officers effectively assess customers support needs and these are recorded and acted upon and referrals are made for resettlement support as required



To direct and prepare responses to complaints to the Local Government Ombudsman as directed.

Approve recommendations for applications for housing assistance seeking assistance through the bond and incentive scheme and prevention payments where expenditure on and discretionary assistance of this type is appropriate.

To ensure effective response to Members Enquiries, Complaints, and Ombudsman Enquiries, Freedom of Information Requests and acts as the lead manager in terms of the preparation and submission of complex responses across the whole service.

To liaise as appropriate with the Housing Solutions Manager and Reviews and Service Improvement Manager on needs and standards of accommodation.

Ensure all applicants for accommodation receive a thorough assessment of their needs in terms of suitable accommodation and that the critical link between Housing Solutions and Housing Supply in meeting customer's needs and ensuring appropriate decisions

Procurement, acquisition and contract management:

Plan and deliver procurement and acquisition processes which ensure adequate accommodation is procured to meet the Council's statutory duties and to deliver both temporary accommodation, accommodation to prevent homelessness and PRSO's to discharge the homelessness duty

Ensure the delivery of adequate levels of temporary accommodation to meet the council duties to homeless households under part VII of the Housing Act 1996 and the Homelessness Reduction Act 2017. Ensure there is a structure in place for the day to day contract and relationship management of private sector providers through the Council contract arrangements and ensure this focus on finances, quality and performance.

Develop the services cross-borough dynamic purchasing partnership.

Lead the negotiation of contractual terms with private sector accommodation providers, particularly for larger schemes, including working with Finance to produce funding models and assess viability

Manage projects to deliver schemes aimed to increase supply.

Work closely with Property Services and Capital Delivery to provide capital TA schemes that are developed or purchased into Council ownership.

Develop and share expertise in temporary accommodation procurement and new initiatives

Manage the process of letting new accommodation contracts in conjunction with Strategic Procurement including preparing tender specifications and project managing processes, reports to Contracts Board and Members.

Assessment, allocations, lettings and placement:

Deliver an assessment service for applicants to the Council's Housing register, ensuring the services are effectively administering the online system, completing high quality assessments of qualification and priority including dealing with medical assessments and leading the Allocations Scheme decision-making panels for complex and multi-agency issues.

Lead on the delivery of the Council's choice based lettings scheme for allocating Council and registered Provider Homes, ensuring lettings comply with the Council's Allocations Scheme and an effective partner relationship with Choice Homes UK is maintained.

Ensure we deliver a service which appropriately allocates and lets emergency and temporary accommodation, prevention and PRSO properties to homeless households and that accommodation allocated meets standards and the needs of customers.

Take responsibility for teams effectively responding to challenges and complaints about accommodation, including dealing with step 1 and step 2 complaints and the drafting of responses to the Local Government Ombudsman.

Accommodation Management:

Lead the development and management of the Housing Service hostel portfolio.



Ensure accommodation is provided to a good standard, and maintained in good repair and with appropriate regard to health and safety.

Identify and Develop new hostel and other opportunities to build the services portfolio of local emergency accommodation as an effective alternative to bed & breakfast.

Ensure teams operate effective tenancy management systems and follow best housing management practice.

Ensure the teams operate within agreed systems for financial management. Develop and revise systems within the area of responsibility in order to ensure robust financial management.

Work as the key partner in Housing Needs with Redbridge Procurement service in relation to extensive contracting arrangements.

Provide operational advice on relevant elements of the law, market trends and new developments

Work professionally with service users, their representatives and other agencies involved with the service.

Lead on the delivery of an effective and efficient accommodation and allocations service which delivers high quality, legally complaint, customer focused and accessible front line services.

Work effectively and efficiently with colleagues within the service, across other departments and external agencies to deliver and excellent customer focused service meeting individual, team, service and corporate targets & KPIs.

Develop and maintain close working relationships with other Council services and a wide range of other stakeholders in order to facilitate the flow of information, encourage joint working and co-operation, achieve the prompt resolution of complex problems and ensure that, even where an input is required from a number of teams, service delivery is properly co-ordinated and the service user is kept fully informed of developments.

3. Systems and Process Development and Improvement

To develop and maintain effective working relationships with key partners, service providers, stakeholders and the wider community through partnership and collaborative arrangements with external bodies, internal departments and voluntary and statutory agencies and their clients in order to facilitate the delivery of high quality services that meet user needs.

To attend and lead meetings of relevant partnership boards and agencies and to represent the service and/or council as required.

To ensure the provision of a full range of information and publicity for all customers, including on the website, as well as internal procedures.

To understand the value of information to the council and to contribute to good information governance by keeping information safe, accurate and up to date and available to those who need it. Officers are required to abide by the council's information governance policies. To ensure team members also understand this issue.

To ensure the provision of advice services to customers through personal or telephone interviews, correspondence, advocacy, reception, home visiting, outreach work and surgeries, workshops and talks to customer groups. To ensure there are systems in place to support this provision and to set up new systems as required

To ensure enquiries, complaints, freedom of information requests and correspondence from clients and their advocates, including solicitors, councillors, MPs, the ombudsman and other housing providers, is dealt with, in line with the Council's complaints and enquiries procedures.

To ensure the preparation of information as required to support court cases involving the teams including reviews and judicial reviews.



To lead the production of core service management information including the submission of the HCLIC statutory reporting information, other submissions and trend analysis to support service improvement.

To lead the development design and implementation of new policies and processes within Housing Supply to contribute to the development and review of policy and process across Housing Needs more broadly.

To ensure the team maintain customers electronic files on info@work providing a thorough audit trail of activity and key documents in line with agreed process

To put in place monitoring systems in response to service issues and needs which support the provision of a high quality, legally compliant service.

To manage computerised systems ensuring appropriate steps are taken to protect data integrity and that all users comply with the IT security policy.

To develop learning opportunities, training and service improvement exercises across Housing Needs in response to service needs.

4. Communication Partnership

Ensure officers liaise with customers, statutory organisations, advocates and third sector providers to arrive at a sustainable housing solution for customers with complex and multiple needs for example mental health combined with drug and or alcohol addiction.

Develop partnership work with Children's Services and Adults Services to establish single procurement arrangements for within the Council.

Key internal contacts

Housing Service managers, Housing Solutions and Reviews Manager and staff teams, Housing Management, Capital Delivery, Property Services, Private Sector Housing – particularly Housing Standards and Empty Homes functions, Strategic Procurement Unit, Legal Services, Contracts Audit.

Key external contacts

Organisations – Main contact for Councils' private sector accommodation providers
Private sector landlords, agents, private developers and property companies, London Council's TA
Managers Group, East London Housing Partnership, Other Local Authority Homelessness and Temporary
Accommodation services, Choice Homes UK (CBL partner), Property services and repairs contractors.
Members, MPs, Solicitors, Advocates, Advice Agencies, People Directorate, Health, Redbridge Enforcement,
Youth Offending Team, Police, Probation Service, third sector providers, service users, their friends, relatives
and advisors

- Identify and progress opportunities to improve services with teams managed and within the wider functional unit
- Manage temporary accommodation budgets.
- Lead on responding to audits of temporary accommodation and allocations processes
- Identify and respond to risks and emergencies in the delivery of a front line service of this type
- Ensure the service carries out functions effectively and in a timely manner. Ensure the process minimises costs including expenditure on temporary accommodation and supports the efficient management of the service.
- Be responsible for the teams budgets and manage overall budget for temporary accommodation

5. Performance and Standards

Support the delivery of services which help to achieve the objectives in the Council's corporate strategy, including to

- Increase fairness and respond to the aspirations of the Borough
- Empower our communities to help shape our Borough and the services we deliver
- Improve the quality of life and civic pride amongst our communities
- Transform our Council in tough times to be dynamic and responsive to the challenges of the future

Contribute to setting and achieving Housing and Housing Needs service plan priorities and objectives and making sure that key targets are met.

The post holder will be required to contribute to the development and implementation of the Council's corporate objectives including:



- Health and safety in the workplace
- Performance management
- Equality and Diversity policy
- Customer service strategy
- Corporate priorities and strategies

To ensure that services in the team and across Housing needs are innovative and quality driven and:

- Are responsive to customer's needs and service requirements
- Demonstrate clear departmental direction, vision and style
- Achieve effectiveness and efficiency in operation
- The Council's Equality and Diversity policy is adhered to
- To carry out the duties and responsibilities of the post, in accordance with the Council's Health & Safety Policy and relevant Health & Safety legislation

Key Performance Outcomes

Local authority void turnaround

Time taken to conclude housing register assessment Numbers of prevention properties and PRSO's procured

Numbers in B&B over 6 weeks

Numbers in temporary accommodation Temporary accommodation spend

Void turnaround and void percentage for TA

Negotiate cost effective arrangements with providers to deliver accommodation and ensure teams are aware of budget impacts of their negotiations and deals

Contribute to functional unit budget monitoring processes and provide relevant management information

To effectively manage, coach and support team members and ensure this approach is cascaded through management of their teams.

To organise staff selection in accordance with equalities legislation, good practice guidance and Council procedures.

To recognise the diversity of the workforce and ensure that equality of opportunity is promoted.

To ensure that the Council's employee communication system is fully implemented and maintained in order that all employees receive appropriate information and that employee feedback is encouraged.

Identify training needs of the Team and ensure where possible these are met.

6. Resource Management

To manage a team of staff to ensure quality services are delivered to customers, including supervision coaching and support, planning personal development and ensuring a customer focussed approach in the team

To implement effective performance management setting targets and standards in line with corporate performance management framework ensuring a high level service is provided and statutory review timescales and targets are achieved and maintained.

Ensure compliance with all relevant statutory requirements, Government Guidance and Codes, Redbridge policies and procedures, management instructions, professional and performance standards and best housing and homelessness prevention practice and ensure that staff complies with these.

Take reasonable care for the safety and health of themselves and others who may be affected by their acts; as part of the management team lead in ensuring procedures and protocols are in place and followed as far as Redbridge's Health and Safety Policy and all guidance, instructions and risk assessments.

Attend training relevant to the post in order to ensure their health and safety responsibilities are met and ensure the development and implementation of effective health and safety plan for the team and broader Service Manager including training of all staff in relevant procedures.

To establish the necessary procedures to ensure that adequate information, instruction, training and supervision is provided for all staff reporting to this post.



Monitor team and wider service performance, meet statutory and local timescales and provide reports on performance and trends as requested.

To contribute to the overall development of the Housing Needs Service, leading aspects of development as directed by the Head of Service.

Make relevant decisions in respect of Part VI and Part VII Housing Act 1996, as amended by the Housing Act 2002, the Localism Act 2011 and the Homelessness Reduction Act 2017.

Make allocations decisions as delegated in the Housing Allocations Scheme

Contribute to the development of and lead aspects of the delivery of the Homelessness Strategy

The post holder must demonstrate personal and professional commitment and enthusiasm to promote the principle of equality in employment and service delivery. The post holder must be familiar with and promote the Equality and Diversity Policy.

The post holder must promote equality in the workplace and set the tone for the behaviour between colleagues.

Manage section budgets ensuring effective processes for authorising the commitment of resources, for example on providing accommodation, prevention options such as DHP, deposits and incentives. In addition, since housing decisions can have significant financial impacts and cause both the commitment of resources and of long term housing provision commitments. As below:

- to provide support for various housing options (for example provision of a rent incentive);
- homelessness decisions to accept or refuse a duty;
- to commit legal costs in sustaining a suitability challenge regarding temporary accommodation
- or to provide temporary accommodation;

Managers are responsible for ensuring officers understand the financial impacts of the decisions that they make

Authorised to sign temporary accommodation contracts of large value – over £100,000. Annual temporary accommodation budgets are multi-million

Ensure it is compliant with contracts, presents value for money and meets required standards.

Manage and continuously develop the teams to provide a high quality, effective front line service.

Responsible for the effective delivery of the full range of management functions including recruitment, induction, probation, supervision and appraisal, coaching, development and support, sickness absence, performance management, capability and conduct, monitoring and reporting, learning and development, health and safety, diversity and equalities considerations. Ensuring systems are in place within teams managed to demonstrate effective team management.

Ensure the efficient effective use of ICT personally and within teams managed. Ensuring systems are developed to meet need and identify efficiencies and new ways of working.

Corporate Accountabilitie

All employees of the Council should undertake and conduct their work with due regard to the corporate accountabilities (available on the Redbridge Council website). These include responsibilities for outcomes regarding Equality, Conduct & Behaviour, Health & Safety, Data Protection, Safeguarding and Customer Care.

Flexibility

The key responsibilities and duties of the role are neither exclusive nor exhaustive. All workers are expected to operate flexibly to support delivery of services and from time to time will be required to undertake responsibilities outside the normal remit of role description as required by the line manager, which are broadly commensurate with the job level and scope of competence.

The postholder may be required to participate in the rota to provide the homelessness out of hours service



Person Specification				
Knowledge & Ex	Perience Method of candidate assessment: $A = Application$ form $I = Interview T = Test$	A-I-T		
Statutory or Mandatory qualifications:	No Mandatory Qualification Required	А		
Educational Ability	Level 6: Specialist high-level knowledge of an area of work or study. Able to utilise own research and develop theory and ideas to respond to complex problems & situations. May be evidenced by: Bachelor's degree with honours; Graduate certificates & diplomas; Some professional qualifications; and equivalent qualifications, or evidence of demonstrable application in the course of experience.	Α		
Key Subject or Content Areas (inc: Desirable Qualifications)	A comprehensive knowledge of the law relating to homelessness as covered by the 1996 Housing Act and the Homelessness Reduction Act 2017. Knowledge of the Children's Act, and the Care Act as this social care legislation interacts with housing and homelessness issues Good knowledge of the Welfare Reform Act A comprehensive knowledge of the housing allocations as covered by the Housing Act 1996 Part VI	AI T		
Knowledge	Procurement processes and how to undertake tenders for temporary accommodation and associated services Good housing management practices A good knowledge and understanding of the government's welfare reform programme and its implications for the private rented sector and homelessness A comprehensive knowledge of all homelessness legislation, housing legislation, welfare benefit expertise and adult and social care knowledge A comprehensive knowledge of housing allocations and the operation of part VI of the Housing Act 1996 Identifies the key equality and diversity issues affecting the delivery of a front line temporary accommodation and allocations services and is able to develop and adapt service delivery to meet the needs of the range of service customers. Excellent current knowledge of housing issues, legislation, case-law, policy and best practice in the delivery of services Knowledge of how to deliver a first class customer focused service. A good knowledge and understanding of the government's welfare reform programme and its implications for the private rented sector A detailed knowledge of housing allocations and the operation of part VI of the Housing Act 1996 Knowledge of private sector housing, security of tenure, protection from eviction and housing standards A thorough knowledge of the range of services provided by the Council for households who are in housing need.	AI T		



Experience	customer service environment. Extensive experience of prioritising competing demands in a pressurised environment, recognising service priorities. Extensive experience of achieving performance targets and meeting departmental objectives Experience of leading and managing staff and developing them to effectively deliver services to customers in a front-line environment Experience of budget management and applying effective financial controls Experience of using ICT routinely in the course of duties Ability to manage, motivate and develop workers and resources within the relevant area(s) of responsibility to deliver required service outcomes, ensuring understanding of how personal objectives align with service and corporate objectives.	AIT
Management	To facilitate co-operative working within the area of responsibility and across the organisation to develop and maintain good working relationships with internal and external customers and stakeholders. To share and cascade relevant information as necessary to team. To ensure learning and development opportunities are and utilised to the benefit of the organisation, through appropriate planning and evaluation. Manage activities and performance in line with the corporate policy and procedure.	AI T





Highly developed oral and written communication skills, with an ability to explain complex information clearly to a range of audiences.

Able to identify the needs of customers and develop and adapt service approach, plans and processes to meet needs, including those of vulnerable customers.

Able to effectively manage a significant and varied workload including large accommodation projects, demonstrating good planning and project management techniques.

Demonstrates effective leadership of teams, and as part of the unit management teams.

Understanding of performance management and business planning processes

Able to develop implement and monitoring clear standards of performance and service delivery outcomes in response to business and service planning process

Able to lead, motivate and develop staff and to plan and evaluate their work

Able to initiate, lead and implement organisational change

Able to contribute to the development of organisational policy and strategy within the service area and across the council

Excellent negotiating, influencing and liaison skills. Able to manage effective negotiations with partners and providers that support the services aims in a range of situation including those involving sensitive customer issues and where agreements link to financially significant outcomes on accommodation supply.

Excellent analytical skills

Ability to develop and maintain effective partnerships with a wide range of people and organisations.

Skills/Abilities

Performance focussed and able to meet targets and support the team to deliver.

Proactive, flexible and responsive

Able to identify organisational risks in relation to the provision of accommodation and allocations of accommodation and identify solutions

Ability to work as part of a team and take initiative.

Ability to promote and develop effective joint working practices across services.

Commitment to the promotion of a homeless prevention approach.

Flexible, problem-solving approach to service delivery with a positive attitude to change and ability to identify opportunities and develop innovative housing solutions.

Able to set and maintain the highest standards in professional relationships and behaviour with customers, colleagues and other external contacts.

Ability to work effectively and even-handedly with people from diverse backgrounds and circumstances

Ability to analyse complex issues and written material quickly, to think creatively about problems and identify solutions

Ability to plan, prioritise and delegate work and achieve tasks within tight deadlines

Ability to effectively use range of IT applications including database, Word, spreadsheet.

Able to effectively manage large temporary accommodation budgets, accounting for the financial implications of accommodation initiatives and able to ensure team leaders and officers understand those implications.



	Able to identify and respond sensitively to political considerations.	
Special Conditions of Service	To work outside normal working hours to respond to emergencies or attend meetings To comply with the exigencies of the service the post-holder will be required to work a duty rota Must demonstrate an understanding of the issues relating to equal opportunities in service delivery and provision and to actively promote ways of eradicating racism, sexism and other forms of negative discrimination through the Council's policies and procedures. To comply with the Council's Health & Safety Policy.	
Corporate Behaviours	The Council has a set of behaviours that all employees are expected to deliver in the performance of their role. The behaviour framework can be found on the Councils internet page, and these should be reflected in your application and the way you work. As part of an individual's personal development Redbridge expects employees of all levels to be continuously developing these core behaviours.	
Effective and Collaborative Team Working	To take responsibility for personal development and actively participate in all learning and development. To participate in the ongoing development, implementation and monitoring of service plans. To support and contribute to value for money, service efficiency and improvement.	AI T
Working Pattern and travel		ΑI
Safeguarding and Disclosure	DBS Disclosure Required? Not required / Basic / Enhanced	A T
Special Factors or Constraints	•	