

## LONDON BOROUGH OF REDBRIDGE ROLE DESCRIPTION AND PERSON SPECIFICATION

<b>Role Title:</b>	Rent Recovery Service Manager		
<b>Directorate:</b>	Place	<b>Grade:</b>	15
<b>Department:</b>	Housing	<b>Hours/weeks:</b>	36 hours/52.14 weeks
<b>Function:</b>	Housing Systems and Resources	<b>Post number:</b>	
<b>Team:</b>	Rent Recovery	<b>Base/location:</b>	Lynton House/Orchard Housing Office
<b>Reports to:</b>	Head of Housing Resources and Systems		
<b>Responsible for:</b>	Rent Recovery Assistant; Former Tenants Arrears and Credit Team Leader; Complex Case Team Leader; 1 <sup>st</sup> stage Rent Recovery Team Lead; 2 <sup>nd</sup> Stage Rent Recovery Team Leader		

### Role and Context

<b>Overall Role Purpose:</b>	<ul style="list-style-type: none"> <li>• Lead on the maximisation of rent recovery</li> <li>• Take a lead role in the development of rent recovery policies, plans and strategies</li> <li>• Coordinate and lead on the council's strategic rent recovery relationships (particularly with TA, HRA and other emerging pan-London initiatives)</li> <li>• Participate in the management of rent recovery functional unit</li> <li>• Represent Housing Resources as a key senior member of the function</li> </ul>
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<b>Role Context:</b>	<p>The role needs to support the Council's 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.</p> <p>This is a key strategic policy role that works to ensure a clear direction in terms of housing policy and strategy within the authority and in the broader London context. This is a specialist role that will be at the forefront of the rent recovery service and policy development and requires a broad knowledge and expertise across rent recovery within housing. This includes a range of issues that impact rent and rent recovery such as Housing Benefit, legislative changes, demographic trends and changes in policy both at a local and central government level.</p> <p>In recent years the Rent Recovery function has had to respond to the significant challenges of a changing environment and customer base. Welfare reform, in particular the introduction of the Benefit Cap in 2013, the Spare Room Subsidy and the roll out of Universal Credit in 2017, have caused rent arrears to increase. This has been compounded by a lack of affordable housing within the housing market, coupled with the acute problem in Redbridge which has the second lowest social housing stock of all London Local Authorities. In addition, the Redbridge customer base is presenting with greater vulnerabilities and complex needs. The Rent Recovery team functions within this context.</p>
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<b>Key Accountabilities and Result Areas</b>	
<p><b>1. Strategy and Planning</b></p>	<ul style="list-style-type: none"> <li>• Contribute to the overall management of the Rent Recovery Service and report to and deputise for the Head of Housing Systems and Resources</li> <li>• Ensure an effective and efficient rent recovery service is provided and put policies and procedures in place to ensure this happens.</li> <li>• Develop and maintain a robust rent recovery strategy to drive continuous improvement of the service to ensure it meets future needs</li> <li>• Strategic knowledge of the Welfare Reform Act</li> <li>• Ensure teams meet relevant key objectives from the Council’s Strategy</li> <li>• Contribute to the Council-wide Debt Recovery Strategy, representing Rent Recovery</li> <li>• Proactively engage with internal and external stakeholders, leading the relationship between Rent Recovery and the key departments worked with; e.g. Housing Needs, Housing Management, Social Services etc</li> </ul>
<p><b>2. Operations and Support</b></p>	<ul style="list-style-type: none"> <li>• Overarching responsibility for the collection of rent and minimisation of arrears through a customer-centric approach</li> <li>• Supervision of Team Leaders and Rent Recovery staff (see Resource Management below) to ensure the rent recovery service is operating effectively</li> <li>• Promote teams to drive income maximisation with their customers</li> <li>• Contribute to the Annual HRA Rent Setting and Annual Fees &amp; Charges Cabinet Report</li> <li>• Hold senior management oversight of a range of decisions including; handling of rent recovery and former arrears cases; writing off debts; management of complex cases; and referrals to other departments;</li> <li>• Authorisation of key forms and decisions related to the above as required</li> <li>• Provide operational advice on relevant elements of the law, especially with regards to eviction-related court procedures</li> <li>• Provide operational advice on complex cases</li> <li>• Addressing and/or the completion of: Stage 1 &amp; Stage 2 Complaints; Members and MPs queries; and FOIs; Subject Access Requests</li> <li>• Reporting of data breaches</li> <li>• Oversight of all internal and external contracts held within the Rent Recovery Service</li> <li>• Responsible for teams’ budgets and reporting requirements on salary budgets</li> <li>• Contribute to the council standing orders, making sure that we comply with the delegations</li> <li>• Provide written reports and briefings to senior officers, members and committees on issues related to rent recovery</li> <li>• Carry out other duties as required commensurate to grade</li> </ul>
<p><b>3. Systems and Process Development and Improvement</b></p>	<ul style="list-style-type: none"> <li>• Work collaborative with the Head of Housing Systems and Resources to develop and implement a range of rent recovery initiatives</li> <li>• Design and implement monitoring systems in response to service issues and needs which support the provision of a high quality, legally compliant service</li> <li>• Oversee computerised systems ensuring appropriate steps are taken to protect data integrity and that all users comply with the IT security policy</li> <li>• Ensure all staff maximise the opportunities provided by the automation package, Northgate/ new Housing Rents System, TASYs, Information@Work, HOPE, Northgate Revenues &amp; Benefits System; Possession Claim On-Line; Novalet; Images and Pericles</li> <li>• Work with relevant stakeholders to help ensure information technology is available to support service delivery at all times including outside normal office hours</li> <li>• Capture all notes and resident engagement on Northgate (or relevant Housing system)</li> <li>• Responsibility for ensuring that the Rent Recovery functions follows the Council’s procurement rules and EU regulation and the Council’s standing orders</li> <li>• Responsible for ensuring the teams operate within agreed systems for financial management</li> <li>• Oversee the preparation of information as required to support court cases involving the teams including reviews and judicial reviews</li> <li>• Lead the development of learning opportunities, training and service improvement exercises across Rent Recovery in response to new legislation or service requirements but also as a</li> </ul>

	<p>response to learning from best practice, complaints and reviews</p>
<p><b>4. Communication Partnership</b></p>	<ul style="list-style-type: none"> <li>• Ensure the Rent Recovery team works as a cohesive, collaborative unit by leading and facilitating communication between all teams</li> <li>• Work in close partnership with Housing Needs to ensure a collaborative approach to customer care</li> <li>• Lead effective working relationships through partnership and collaborative arrangements with external bodies, other internal departments and voluntary and statutory agencies and their clients (as listed below)</li> <li>• Attend meetings of relevant partnership boards and agencies and to represent the rent recovery service and/or council as required (e.g. Debt Recovery)</li> <li>• Attend annual Housing Conference</li> <li>• Attend Assurance &amp; Governance committee as required by the Head of Housing Systems &amp; Resources</li> <li>• Act as ambassadors of excellence for the Rent Recovery department, effectively communicating with staff at individual and team level, motivating staff to achieve the highest of standards in all areas</li> <li>• Oversee the provision of a full range of information and publicity for all customers, including on the website, as well as internal procedures</li> <li>• Champion 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. To ensure all Rent Recovery, Complex Case, Courts and Former Tenants Arrears teams also understand that they are required to abide by the council’s information governance policies</li> <li>• Support Team Leaders to deal with enquiries, complaints, freedom of information requests 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 procedures. To lead on the communication for escalated cases and the development of best practice from lessons learnt</li> <li>• Develop and maintain effective relationships with key partners, service providers, stakeholders and the wider community in order to facilitate the delivery of high-quality services that meet user needs</li> <li>• Actively promote the Council’s values and uphold the highest of standards at all times when dealing with stakeholders both internally and externally:</li> </ul> <p><i>Key Internal Contacts</i> Housing Needs; Housing Management Department; Asset Management Department; Welfare Benefit Department; Housing Benefit Department; Social Services; Legal Department; Finance Department; Tenancy Sustainment Team; NELFT; Children’s Services; Work Redbridge</p> <p><i>Key External Contacts</i> Managing Agents, that provide the Council with temporary accommodation; Solicitors; Welfare Benefit Agency; Other Local Authorities; Department for Works and Pensions; Probationary Services; Registered Social Landlords; Citizens Advice Bureau; Search Agencies; Debt Collection Agencies; Organisations providing data analytics; Credit Unions; customers and their friends, relatives and advisors</p>
<p><b>5. Performance and Standards</b></p>	<ul style="list-style-type: none"> <li>• Oversee an effective rent recovery service (1<sup>st</sup> stage, 2<sup>nd</sup> stage and former tenants), complex case management and court proceeding which improve customer experience and maximise the receipt of income due to the Council</li> <li>• Analyse performance reporting data and provide recommendations to the Head of Service on performance improvements</li> <li>• Monitor team and wider service performance meet statutory and local timescales and provide</li> </ul>

	<p>reports on performance and trends as requested.</p> <ul style="list-style-type: none"> <li>• Formulate performance objectives and to ensure the maintenance of effective performance information for all rent recovery teams</li> <li>• Compliance with Court protocol</li> <li>• Ensure customer records and archive systems are maintained in accordance with departmental procedure, policy and statutory GDPR requirements</li> <li>• Complying with the Code of Conduct, other practice guidelines and the rules and protocols defining employees' access to and use of the Council's databases and systems</li> <li>• Contribute to the council standing orders, making sure that we comply with the delegations</li> <li>• Budget management</li> <li>• Ensure recommendations and action plans from internal audit investigations are carried out.</li> <li>• Responsible for completion of the Annual Housemark Benchmarking, Local Authority Housing Service Annual Return and CIPFA exercises</li> <li>• Review of Annual Revenue Outturn (RO) form</li> <li>• Support the delivery of services which help to achieve the objectives in the Council's corporate strategy, including to             <ul style="list-style-type: none"> <li>○ Increase fairness and respond to the aspirations of the Borough</li> <li>○ Empower our communities to help shape our Borough and the services we deliver</li> <li>○ Improve the quality of life and civic pride amongst our communities</li> <li>○ Transform our Council in tough times to be dynamic and responsive to the challenges of the future</li> </ul> </li> </ul> <p>The post holder will be required to contribute to the development and implementation of the Council's corporate objectives including:</p> <ul style="list-style-type: none"> <li>• Health and safety in the workplace</li> <li>• Performance management</li> <li>• Equality and Diversity policy</li> <li>• Customer service strategy</li> <li>• Corporate priorities and strategies</li> </ul> <p>To ensure that services in the team and across Housing Needs are innovative and quality driven and:</p> <ul style="list-style-type: none"> <li>• Are responsive to customer's needs and service requirements</li> <li>• Demonstrate clear departmental direction, vision and style</li> <li>• Achieve effectiveness and efficiency in operation</li> <li>• The Council's Equality and Diversity policy is adhered to</li> <li>• To carry out the duties and responsibilities of the post, in accordance with the Council's Health &amp; Safety Policy and relevant Health &amp; Safety legislation</li> </ul>
<p><b>Key Performance Outcomes</b></p>	<ul style="list-style-type: none"> <li>• Rent arrears are reduced, rent payments are optimised</li> <li>• Bad debt levels are decreased</li> <li>• Number of evictions are decreased</li> <li>• Spending of legal is reduced</li> <li>• Complaint enquires and appeals responded to on target</li> <li>• Qualitative performance on decision making</li> </ul>
<p><b>6. Resource Management</b></p>	<ul style="list-style-type: none"> <li>• Effectively manage, coach and support the Rent Recovery (1<sup>st</sup> Stage, 2<sup>nd</sup> Stage and FTAC) and Complex Case Team Leaders in such a way that a high-quality service is delivered by a motivated workforce committed to a customer-focused approach</li> <li>• Promote upskilling within the team</li> <li>• Organise staff selection in accordance with equalities legislation, good practice guidance and Council procedures</li> <li>• Recognise the diversity of the workforce and ensure that equality of opportunity is promoted</li> <li>• 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.</li> </ul>

	<ul style="list-style-type: none"> <li>• Contribute to external accreditation and certification process</li> <li>• 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</li> <li>• 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 comply with these</li> <li>• 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.</li> <li>• Establish the necessary procedures to ensure that adequate information, instruction, training and supervision is provided for all staff reporting to this post</li> </ul>
<p><b>Corporate Accountabilities</b></p>	<p>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 &amp; Behaviour, Health &amp; Safety, Data Protection, Safeguarding and Customer Care.</p>
<p><b>Flexibility</b></p>	<p>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.</p>

<b>Person Specification</b>		
<b>Knowledge &amp; Experience</b>		<i>Method of candidate assessment: A = Application form I = Interview T = Test</i>
<b>Statutory or Mandatory qualifications:</b>	No Mandatory Qualification Required	A
<b>Educational Ability</b>	<p>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 and situations.</p> <p>May be evidenced by: Bachelor's degree with honours; Graduate certificates &amp; diplomas; Some professional qualifications; and equivalent qualifications, or evidence of demonstrable application in the course of experience.</p>	A
<b>Key Subject or Content Areas (inc: Desirable Qualifications)</b>	Comprehensive understanding of the functions that comprise the Rent Recovery team e.g. Excellent knowledge of rent recovery; strong political awareness and sensitivity to ensure credibility with members; extensive experience of Welfare Reform Act and how to apply that (and other relevant Acts and/or policies) to dealing with complex cases and supporting income maximisation; extensive experience of court processes (in connection with rent recovery); detailed understanding of GDPR; ability to translate strategic objectives into operational processes	AI T
<b>Knowledge / Experience Field Title</b> e.g. Project Management	<ul style="list-style-type: none"> <li>• Knowledge and awareness of Local Government operating processes and decision-making processes and the ability to operate in that environment</li> <li>• Excellent knowledge of the principles and practices of rent recovery</li> <li>• An understanding of current issues facing the social housing sector</li> <li>• Detailed knowledge of the rights and obligations of landlords and occupants in the public and private sector.</li> <li>• Good working knowledge of the Housing Act 1996 Parts VI and VII (as amended by the Homelessness Act 2002) and related secondary legislation</li> <li>• Excellent knowledge of the annual rent and service charge notification and consultation process for council tenants</li> <li>• Excellent knowledge of Housing Benefit Regulations</li> <li>• Strategic knowledge of the Welfare Reform Act</li> <li>• Specialist knowledge of council housing and private sector housing, security of tenure, protection from eviction and housing standards</li> <li>• A thorough knowledge of the range of services provided by the Council for households who are in housing need</li> <li>• Knowledge of recent government initiatives in relation to homelessness and the allocation of social housing</li> <li>• Supporting the development and implementation of an equalities approach in service delivery and staff management</li> <li>• Experience of interpreting and drawing inference from data</li> <li>• Experience of setting, achieving and exceeding targets</li> <li>• Experience of developing and maintaining positive working relationships which generate confidence, respect and trust among stakeholders</li> </ul>	AI T
<b>Experience</b>	<ul style="list-style-type: none"> <li>• Strong track record of working within income recovery (or credit controls)</li> <li>• Experience of analysing, monitoring and developing information management systems to improve service delivery</li> <li>• Extensive experience of budget management, with a track record of meeting budgetary targets/goals</li> <li>• Experience of performance management and business planning processes</li> </ul>	AI T

<p><b>Management</b></p>	<p>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. 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.</p>	<p>AI T</p>
<p><b>Skills/Abilities</b></p>	<ul style="list-style-type: none"> <li>• Highly developed oral and written communication skills, with an ability to explain complex information clearly to a range of audiences</li> <li>• Able to identify the needs of customers and develop and adapt the rent recovery approach, plans and processes to meet needs, including those of vulnerable customers</li> <li>• Able to effectively manage a significant and varied workload, demonstrating good planning and project management techniques</li> <li>• Demonstrates effective leadership of teams, and as part of the unit management teams</li> <li>• Able to develop implement and monitoring clear standards of performance and service delivery outcomes in response to business and service planning process</li> <li>• Able to lead, motivate and develop staff and to plan and evaluate their work</li> <li>• Able to initiate, lead and implement organisational change</li> <li>• Able to contribute to the development of organisational policy and strategy within the service area and across the council</li> <li>• 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</li> <li>• Excellent analytical skills</li> <li>• Ability to develop and maintain effective partnerships with a wide range of people and organisations</li> <li>• Performance focussed and able to meet targets and support the team to deliver</li> <li>• Proactive, flexible and responsive</li> <li>• Able to identify organisational risks in relation to the provision of accommodation and allocations of accommodation and identify solutions</li> <li>• Ability to work as part of a team and take initiative.</li> <li>• Ability to promote and develop effective joint working practices across services.</li> <li>• Flexible, problem-solving approach to service delivery with a positive attitude to change and ability to identify opportunities and develop innovative solutions</li> <li>• Able to set and maintain the highest standards in professional relationships and behaviour with customers, colleagues and other external contacts</li> <li>• Ability to work effectively and even-handedly with people from diverse backgrounds and circumstances</li> <li>• Ability to analyse complex issues and written material quickly, to think creatively about problems and identify solutions</li> <li>• Ability to plan, prioritise and delegate work and achieve tasks within tight deadlines</li> <li>• Ability to effectively use range of IT applications including database, Word, spreadsheet</li> <li>• Able to effectively manage budgets, accounting for the financial implications of decisions and able to ensure team leaders and officers understand those implications</li> <li>• Able to identify and respond sensitively to political considerations</li> </ul>	<p>AI T</p>

<b>Corporate Behaviours</b>	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 <a href="#">Council's internet page</a> , 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.	AI
<b>Effective and Collaborative Team Working</b>	<ul style="list-style-type: none"> <li>To take responsibility for personal development and actively participate in all learning and development</li> <li>To participate in the ongoing development, implementation and monitoring of service plans</li> <li>To support and contribute to value for money, service efficiency and improvement</li> </ul>	AI T
<b>Working Pattern and travel</b>	May require occasional evening work	AI
<b>Safeguarding and Disclosure</b>	<b>DBS Disclosure Required?</b> <u>Not required</u> / Basic / Enhanced	A T
<b>Special Factors or Constraints</b>	N/A	

<b>Version:</b>	0.02
<b>Last Reviewed:</b>	16/10/2019