

LONDON BOROUGH OF REDBRIDGE

ROLE DESCRIPTION AND PERSON SPECIFICATION

Role Title:	Complex Case Team Leader		
Directorate:	Place	Grade:	12
Department:	Housing	Hours/weeks:	36 hours / 52.14 weeks
Function:	Housing Resources	Post number:	
Team:	Complex Case Team	Base/location:	Lynton House / Orchard Housing Office
Reports to:	Rent Recovery Service Manager		
Responsible for:	4x Complex Case Officers, 2 x Court Officers		

Role and Context	
Overall Role Purpose:	<ul style="list-style-type: none"> This role will lead a complex casework service within rent recovery that will provide high levels of intervention and holistic support to vulnerable, hard to reach individuals, with the ultimate goal of maximising rent recovery Role includes: <ul style="list-style-type: none"> Ensure effective working with the other Team Leaders within Rent Recovery, including a smooth transition of workflow between teams Support the Service Manager to manage the council's strategic rent recovery relationships Ensure that all rent recovery is compliant with internal procedures and external legislation Analysing casework to identify circumstances where customers have ceased to receive their full benefits entitlement Working with other bodies and services and negotiating on behalf of the customer to ensure they are receiving their full benefits entitlement Provide enabling support to customers including income and expenditure advice Maintaining accurate and up to date records of all actions taken and record the impact of actions taken. Preparing, collating, analysing and interpreting specialist information and present the information in an appropriate manner
Role Context:	<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 drastically 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.</p>

	<p>The Complex Case Team was created in response to these challenges, providing our most hard to reach customers with holistic support in support of their rent payment, with an emphasis on resolving benefit issues.</p>
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Key Accountabilities and Result Areas	
1. Strategy and Planning	<ul style="list-style-type: none"> • Develop and maintain on-going relations with appropriate stakeholders to enhance strategic relationships and shared best practice • Liaise with other services to ensure the council have a holistic view, providing a joined-up customer services • Put policies and procedures in place to ensure the efficient running of the Complex Case Team • Specialist knowledge of the Welfare Reform Act and its ramifications and budgeting advice • Manage the Complex Case Team, providing an effective and efficient service to customer in the context of current legislation and Council policy • Work with the Rent Recovery Service Manager on customer-centred rent recovery initiatives to support more efficient case management across the service, through development and delivery • To assist in the preparation of the service plan, the Council's overall Housing and Homelessness strategies and to develop policies and procedures for the service
2. Operations and Support	<ul style="list-style-type: none"> • To monitor the effective delivery of complex casework with a view to reducing rent arrears, particularly for vulnerable customers in the light of Welfare Reform, reporting on the level of successful arrears resolutions • Identifying training needs of the Complex Case Team and ensure where possible these are met • To ensure the team prioritise the provision of intensive holistic support and identify opportunities to resolve benefits issues as a means to reducing rent arrears • Managing and training a team of officers, and ensuring the team provide meticulous case analysis to ensure that all opportunities to support the customer are exhausted. Managing the Court Officer team <p>The Complex Case Team Leader will take a caseload of the most complex, hardest to reach residents and undertake operational casework duties including:</p> <ul style="list-style-type: none"> • Investigation of cases and close analysis to find where a benefit claim has been interrupted or where a tenant has stopped receiving their full entitlement and intervening to correct this • Recording and clearly presenting information, verbally and in writing • Making contact with tenants and meeting with tenants to aid investigation and support. • Providing budgeting and managing money advice to customers • Supporting customers in the completion of DHPs and statements. Checking DHPs of team members and other colleagues across the service (especially Housing Needs) • Complete DHPs and statements • Working in partnership with other services and organisations to resolve financial issues pertaining to the client. Advocating for and negotiating on behalf of the customer to resolve these issues • Deadlines as set out in procedures - the current policy and procedure determines, Welfare Reform Act, ability to operate with parameters set up • Carry out any other duties commensurate with the grade of the post as requested
3. Systems and Process Development and Improvement	<ul style="list-style-type: none"> • To develop, design and implement new operating processes and systems to develop the wider Housing Resources service • 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 establish the necessary procedures to ensure that adequate information, instruction, training and supervision is provided for all staff reporting to this post • To capture all notes and resident engagement on Northgate (or relevant Housing system) • To ensure that sickness absence, leave and other matters necessary to the effective management of a team are effectively managed using the appropriate corporate systems and in line with the relevant corporate/local policy, practice and procedure

4. Communication Partnership	<ul style="list-style-type: none"> • Making contact with hard to reach clients and establishing professional relationships to maintain contact and engagement with the rent recovery process • Develop positive and trusting relationships with clients in order to engage them in the activities required to reduce rent arrears where other relationships with the service have broken down • To develop effective working relationships through partnership and collaborative arrangements with external bodies, internal departments and voluntary and statutory agencies and their clients. To attend meetings of relevant partnership boards and agencies and to represent the service and/or council as required. Use these mechanisms to facilitate the delivery of high quality services that meet user needs • To develop and maintain effective relationships with key partners, service providers, stakeholders and the wider community. To work professional with service users, their representatives and other agencies in order to effectively advocate for the client, to help reduce their rent arrears • To respond to enquiries, complaints, freedom of information requests and correspondence from clients and their advocates, including solicitors, councillors, MPs, the ombudsman and contractors, is dealt with, in line with the Council's complaints and enquiries procedures • The completion of: Stage 1 & Stage 2 Complaints; Members and MPs queries; FOI's and Subject Access Requests <p><i>Key Internal Contacts</i> Housing Needs, Welfare Benefit Department; Housing Benefit Department; Social Services; Legal Department; Finance Department; Tenancy Sustainment Team; NELFT; Children's Services</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; Credit Unions; customers; their friends, relatives and advisors</p>
5. Performance and Standards	<ul style="list-style-type: none"> • Monitor the performance of the team and ensure delivery against key high standard indicators of decision making and customer care. Ensure the standards of casework and analysis performed are exhaustive and meet highest expectations • Analyse performance data and provide regular management reports regarding operational performance against relevant systems. To ensure regular customer feedback is available <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"> • Health and safety in the workplace • Performance management • Equality and Diversity policy • Customer service strategy • Corporate priorities and strategies <p>To ensure that services are innovative and quality driven and:</p> <ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Preventing evictions • Qualitative performance on decision making • Contribution to the reduction in legal spend • Qualitative performance on referrals and partnership working, including tracking and evidencing positive trends in referrals

6. Resource Management	<ul style="list-style-type: none"> • Coaching and mentoring team members in order to upskill staff in complex casework best practice • To manage a team of staff to ensure quality services are delivered to customers, including supervision and support, planning personal development, setting targets and standards in line with corporate performance management framework • The postholder is responsible for the management of the team staffing budget and for authorising the commitment of resources on prevention options including for example DHP, deposits and incentives • To comply with all relevant statutory requirements, Government Guidance and Codes, Redbridge policies and procedures, management instructions, professional and performance standards, procurement rules and best housing management and contract management practice and ensure that officers comply with these • The post holder must demonstrate 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 Complex Case Team Leader will allocate complex cases to the officers in their team
Corporate Accountabilities	<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 & Behaviour, Health & Safety, Data Protection, Safeguarding and Customer Care.</p>
Flexibility	<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>

Person Specification		A - I - T
Knowledge & Experience		
Method of candidate assessment: A = Application form I = Interview T = Test		
Statutory or Mandatory qualifications:	No Mandatory Qualification Required	A
Educational Ability	<ul style="list-style-type: none">• Level 5: Ability to increase depth of knowledge & understanding of an area to respond to complex problems or situations• May be evidenced by: Foundation degrees; diplomas of higher education; BTEC Higher National Diploma; NVQ level 5; some professional qualifications; and equivalent qualifications, or evidence of demonstrable application in the course of experience	A
Knowledge	<p>The post holder will be required to have comprehensive knowledge of the following:</p> <ul style="list-style-type: none">• Housing advice and homelessness• Other general housing legislation• Welfare benefit expertise and knowledge of the adult and children social care environment and impact• Universal Credit• Court protocol <p>The post holder will be required to have specialist knowledge of :</p> <ul style="list-style-type: none">• The Housing Act 1996• The Homelessness Reduction Act 2017• The Children’s Act• The Care Act• Welfare Reform Act• Budgeting and money management• The post holder will be required to have• A good working knowledge of Housing Benefit and regulations;• Knowledge of recent housing issues and government initiatives• Court protocol	AI T

Skills	<ul style="list-style-type: none"> • Excellent negotiation skills, within a context of high political sensitivity and conflicting interests • Excellent investigative skills • Strong analytical skills, including analysing complex financial problems and develop practical solutions • Ability to effectively manage and develop stakeholder relationships • Able to communicate effectively with customers to ensure both the holistic approach and rent recovery priorities • Able to communicate effectively with Council officers at all levels and with a variety of external agencies • Good literacy, numeracy and IT skills • Resilience and an ability to persist with complex cases • Empathy and understanding towards all clients and their individual challenges • Able to provide clear advice to customers on income maximisation issues. Good interpersonal and communication skills to relate effectively to, and command the respect, trust and confidence of officers, council members, stakeholders and the whole community • Ability to recognise the needs of all customers and take appropriate action to ensure that those needs are met • Ability to work effectively with customers whose behaviour may be sometimes be challenging • Able to develop strategies, with action plans and measurable outputs to improve recovery performance • Ability to translate Council priorities into effective work plans for income recovery • Able to work to tight timescales and cope with pressures and deadlines • Maintain accurate record systems • Ability to prepare, collate, analyse and interpret specialist information and present the information in an appropriate manner • Ability to prepare documents and reports • Ability to manage time effectively, prioritise workload and work to deadlines 	AI T
Experience	<ul style="list-style-type: none"> • Experience working with rent recovery is desirable • Experience working in the public or social housing sector is desirable • Experience working in the adult and children social care environment is desirable • Experience working with benefits and welfare is essential 	AI T
Management	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.	A IT
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 Council's 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.	AI
Effective and Collaborative Team Working	<ul style="list-style-type: none"> • 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

Working Pattern and travel	The post-holder will need to work outside normal working hours on occasion	AI
Safeguarding and Disclosure	DBS Disclosure Required? <u>Not required</u> / Basic / Enhanced	AI T
Special Factors or Constraints	N/A	A T

Version:	0.02
Last Reviewed:	16/10/2019