

## LONDON BOROUGH OF REDBRIDGE

### ROLE DESCRIPTION AND PERSON SPECIFICATION

|                         |   |                       |                                     |
|-------------------------|---|-----------------------|-------------------------------------|
| <b>Role Title:</b>      | 2 <sup>nd</sup> Stage Rent Recovery Team Leader |                       |                                     |
| <b>Directorate:</b>     | Place   | <b>Grade:</b>         | 12                                  |
| <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>      | Rent Recovery Service Manager                   |                       |                                     |
| <b>Responsible for:</b> | Rent Recovery Officers x 6                      |                       |                                     |

| Role and Context             |   |
|------------------------------|---|
| <b>Overall Role Purpose:</b> | <ul style="list-style-type: none"> <li>Manage a team of officers responsible for: <ul style="list-style-type: none"> <li>Working with customers who have high levels of rent arrears: managing both cases in both Temporary Accommodation and in Council Housing in accordance with rent recovery procedures</li> <li>Casework related to high levels of rent arrears in accordance with rent recovery procedures</li> </ul> </li> <li>Contribute to the effective management of the overall Rent Recovery section as part of the Housing Resources team leaders, with a focus on casework</li> <li>Ensure effective working with the other Team Leaders within Rent Recovery, including a smooth transition of workflow between all rent recovery teams</li> <li>Support the Service Manager to manage the council's strategic rent recovery relationships</li> <li>Ensure that all rent recovery is compliant with internal procedures and external legislation</li> </ul>  |
| <b>Role Context:</b>         | <ul style="list-style-type: none"> <li>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</li> <li>This is a specialist role that requires extensive knowledge of the rights and obligations of landlords and occupants in the public and private sector, GDPR, and keeping abreast of recent housing issues and government initiatives</li> <li>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. The Rent Recovery team functions within this context.</li> </ul> |

| <b>Key Accountabilities and Result Areas</b>              |  |
|---|--|
| <b>1. Strategy and Planning</b>                           | <ul style="list-style-type: none"> <li>• To manage an effective 2<sup>nd</sup> Stage Rent Recovery service which maximises the receipt of income due to the Council and prevents evictions</li> <li>• To manage the 2<sup>nd</sup> stage rent recovery functions by the development and implementation of a rent recovery plan to ensure that rent recovery targets are applied and achieved and contribute to and ensure effective operation of housing advice and assessment</li> <li>• To apply strategic thinking to manage a large team with complex caseloads</li> <li>• Working with the Service Manager to contribute to the Council-wide Debt Recovery Strategy, representing Rent Recovery</li> <li>• To fairly and effectively allocate workload between 2<sup>nd</sup> Stage Rent Recovery Officers</li> <li>• To review the resources applied to income recovery and provide advice on the use of resources to maximise income</li> <li>• To inform Officers of the key objectives from the Council's Strategy and support their contributions to them</li> </ul>   |
| <b>2. Operations and Support</b>                          | <ul style="list-style-type: none"> <li>• To maximise the recovery of rent from the customers residing in Temporary Accommodation and in Council's Housing Stock that are in accordance with rent recovery procedures</li> <li>• Decision making with regards to; handling of 2<sup>nd</sup> stage rent recovery cases; submit recommendations on writing off unrecoverable debts to the Service Manager; referrals to other teams; and rebate of rent, particularly in respect of void period</li> <li>• Authorisation of key forms and decisions related to the above as required</li> <li>• To ensure that prompt action is initiated and implemented to use all appropriate legal and other remedies to assist with rent recovery</li> <li>• Addressing and/or the completion of Stage 1 complaints and managerial requests</li> <li>• Co-management of internal and external contracts held within the Rent Recovery Service together with 1<sup>st</sup> Stage Rent Recovery Team Lead</li> <li>• To liaise with Managing Agents, Landlords, Revenues &amp; Benefits and other relevant teams within the Housing Service to resolve outstanding recovery issues</li> <li>• Lead the negotiation of contractual terms with external partners</li> <li>• Reconcile rent and charging accounts</li> <li>• Contribute to the council standing orders, making sure that we comply with the delegations</li> <li>• Manage Health and Safety in the workplace and for home visits where required</li> <li>• Carry out any other duties commensurate with the grade of the post as requested by the Rent Recovery Service Manager as requested</li> </ul> |
| <b>3. Systems and Process Development and Improvement</b> | <ul style="list-style-type: none"> <li>• Maintain management information systems relating to the performance of the 2<sup>nd</sup> Stage Rent Recovery team, provide regular reports to senior management and propose solutions where problems are identified</li> <li>• Ensure officers are taking appropriate steps are taken to protect data integrity, provide a thorough audit trail and that all users comply with the IT security policy</li> <li>• To personally use the software packages provided (e.g. Northgate/ new Housing Rents System, TASYs, Information@Work, HOPE, Northgate Revenues &amp; Benefits System; Possession Claim On-Line; Pericles, Novalet and Images) and ensure staff are using them to maximise automation wherever possible</li> <li>• To reconcile information on the requisite IT systems as required</li> <li>• Capture all notes and resident engagement on Northgate (or relevant Housing system)</li> <li>• Work with the Service Manager to develop, design and implement new operating processes and systems to develop the service as required</li> <li>• Follow the Council's procurement rules and EU regulation</li> <li>• Ensure the teams operate within agreed systems for financial management.</li> </ul>  |

|  |  |
|--|--|
| <p><b>4. Communication Partnership</b></p> | <ul style="list-style-type: none"> <li>• To develop effective working relationships through partnership and collaborative arrangements with external bodies, internal departments and voluntary and statutory agencies and their clients (as below). To attend meetings of relevant partnership boards and agencies and to represent the rent recovery service and/or council as required.</li> <li>• To act as ambassadors of excellence for the Rent Recovery team, effectively communicating with staff at individual and team level, motivating staff to achieve the highest of standards in all areas of the team's work.</li> <li>• To build partnerships within Rent Recovery and across Housing, particularly with teams who work with the same customers</li> <li>• To ensure the provision of a full range of information and publicity for all customers, including on the website, as well as internal procedures.</li> <li>• 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. To ensure team members also understand that they are required to abide by the council's information governance policies.</li> <li>• 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.</li> <li>• The completion of: Stage 1 &amp; Stage 2 Complaints; Members and MPs queries; FOI's and Subject Access Requests.</li> <li>• To 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><br/>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><br/>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> |
| <p><b>5. Performance and Standards</b></p> | <ul style="list-style-type: none"> <li>• Contribute to setting and achieving Rent Recovery priorities and objectives and making sure that key targets are met and evidenced through rent recovery performance reports</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> </ul> <p>Support the delivery of services which help to achieve the objectives in the Council's corporate strategy, including to:</p> <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> <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> </ul>   |

|                                   |  |
|-----------------------------------|--|
|                                   | <ul style="list-style-type: none"> <li>• Customer service strategy</li> <li>• Corporate priorities and strategies</li> </ul> <p>To ensure that services 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>   |
| <b>Key Performance Outcomes</b>   | <ul style="list-style-type: none"> <li>• Rent arrears are reduced</li> <li>• Use of system automation is increased</li> <li>• Number of channels to communicate with customers are increased</li> <li>• Bad debt levels are decreased</li> <li>• Number of evictions are decreased</li> </ul>  |
| <b>6. Resource Management</b>     | <ul style="list-style-type: none"> <li>• 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</li> <li>• Comply with all relevant statutory requirements, Government Guidance and Codes, Redbridge policies and procedures, management instructions, professional and performance standards and rent recovery 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; and to work with senior managers to comply with Service/Unit procedures and protocols and with Redbridge's Health and Safety Policy and all guidance, instructions and risk assessments. In particular s/he is required to attend training relevant to their post in order to ensure their health and safety responsibilities are met and will assist in developing and implementing effective health and safety plan for the Rent Recovery Service, 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> <li>• 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.</li> <li>• The post holder must promote equality in the workplace and set the tone for the behaviour between colleagues.</li> <li>• The postholder is responsible for the management of the team staffing budget</li> <li>• Contribute to monitoring of sections budgets and provide relevant management information</li> <li>• Managers are responsible for ensuring officers understand the financial impacts of the decisions that they make</li> <li>• Contribute to external accreditation and certification process</li> <li>• To manage the remote working of the team</li> </ul> |
| <b>Corporate Accountabilities</b> | <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>   |
| <b>Flexibility</b>                | <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>                       | <ul style="list-style-type: none"> <li>No Mandatory Qualification Required</li> </ul>  | A  |
| <b>Educational Ability</b>  | <ul style="list-style-type: none"> <li>Level 5: Ability to increase depth of knowledge and understanding of an area to respond to complex problems or situations.</li> <li>May be evidenced by: Foundation degrees; diplomas of higher education; BTEC Higher National Diploma; NVQ level 5; some professional qualifications; and equivalent qualifications; Chartered Institute of Housing qualification(s); or evidence of demonstrable application in the course of experience.</li> </ul>   | A  |
| <b>Key Subject or Content Areas (inc: Desirable Qualifications)</b> | <ul style="list-style-type: none"> <li>Comprehensive knowledge of rent recovery; strong political awareness and sensitivity to ensure credibility with members; extensive experience of Welfare Reform Act; experience of court processes (in connection with rent recovery); detailed understanding of GDPR</li> </ul>  | AI<br>T  |
| <b>Knowledge</b>  | <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>Sound knowledge of the principles and practices of rent recovery</li> <li>Knowledge of the rights and obligations of landlords and occupants in the public and private sector</li> <li>Good knowledge of the Welfare Reform Act</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 current knowledge of housing issues, and best practice in the delivery of service</li> <li>Knowledge of Housing Benefit Regulations</li> <li>Knowledge of recent government initiatives in relation to homelessness and the allocation of social housing</li> <li>Change Management in a local authority or similar environment</li> <li>Developing and implementing an equalities approach in service delivery and staff management</li> </ul> | AI<br>T  |
| <b>Experience</b>   | <ul style="list-style-type: none"> <li>Working in a supervisory/first line management role</li> <li>Working in rent recovery or credit control</li> <li>Managing large teams with complex caseloads</li> <li>Working with income and rent accounts to increase income recovery</li> <li>Use of financial information systems, spreadsheets, databases</li> <li>Experience of analysing, monitoring and developing information management systems to improve service delivery</li> </ul>  | AI<br>T  |
| <b>Management</b>   | <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>   | AI<br>T  |

|   |  |         |
|---|--|---------|
| <b>Skills/Abilities</b>                         | <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 effectively manage a significant and varied workload</li> <li>• Demonstrates effective leadership of teams, motivating and developing staff, and as part of the unit management teams</li> <li>• Able to develop, implement, and monitor clear standards of performance and service delivery outcomes in response to business and service planning process</li> <li>• Excellent negotiating, influencing and liaison skills</li> <li>• Excellent analytical skills</li> <li>• Ability to develop and maintain effective partnerships with a wide range of people and organisations to promote collaborative working</li> <li>• Performance focussed; 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 rent arrears cases</li> <li>• Flexible, problem-solving approach to service delivery with a positive attitude to change and ability to identify opportunities and develop 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> | AI<br>T |
| <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 <a href="#">the 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<br>T |
| <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<br>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<br>T  |
| <b>Special Factors or Constraints</b>           | N/A  |         |

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