

Housing

Temporary Accommodation and Service Development (Interim)

Role Profile and Person Specification

Sept 2020

Role Profile

Job Title:	CSW Building Manager
Department:	Housing Department
Division:	Temporary Accommodation and Service Development
Grade Range:	9
Hours:	36 hours
Location:	Based at Concord House, Sycamore House & Windsor House - temporary accommodation hostels
Reports to:	CSW/HOSTELManager
Responsible for:	<ul style="list-style-type: none">• To provide a housing management service to a number of temporary accommodation properties for homeless applicants and service users with mental health needs. This includes the admissions to and discharges from accommodation within the units and maintenance and upkeep of the buildings. Issue keys and ensure residents understand their responsibilities.• Manage behavior of residents reporting to back office staff and discuss action required with line manager. Serve NTQ and proceed to court as required• To manage the bed spaces rooms to minimize void periods, maximize rental income, and observe health and safety standards, ensuring that the welfare of the residents is prioritized. Always complete a void inspection and complete relevant forms to ensure H&S and repairs have been noted accurately.• Serve NTQ in cases where Croydon have discharged duty or resident fails to move out in timely manner, prepare court papers and proceed to court to act for the council as required.

Role Purpose and Role Dimensions:

- Helping to make the most appropriate, equitable and cost-effective use of available resources.
- To provide a customer-oriented, service to all our residents and other stakeholders
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- Respond to residents enquiries in a prompt and courteous manner offer support or signpost as appropriate
- To give advice and information to residents of the units, relating to their housing and liaise with temporary accommodation colleagues in back office as and when necessary.
- To liaise with support agencies and the support services, including facilitating nominations for move on accommodation.
- To be a member of the tenancy and caretaking service contributing to the development of policy, procedures and practice, and to the achievement of the section's aims, objectives and targets.
- Build and maintain excellent working relationships with colleagues and other stakeholders
- Effectively manage workload and priorities of Cleaners and security staff where concerns arise refer to CSW Manager
- Supervise Handyman ensure that work is allocated effectively and check that repairs are carried out to a high standard and in a timely manner in order to reduce the overall budget
- Supervision of internal security and fire prevention arrangements including keeping accurate fire drill reports and completion of logbooks and ensure that we are compliant with Fire Safety Regulations
- Weekly fire alarm tests and smoke vents
- Weekly fire check – extinguishers/fire doors
- 6 monthly fire evacuation
- Monthly emergency lighting test
- Shower head descaling and changing for legionella
- Monthly water temperatures- hot and cold from rooms – all rooms over period of time
- Checking cold water tanks and boilers – servicing and dosing of water tanks
- Running of water for infrequently used outlets
- Ensuring contract/servicing is done when required (fire safety/water) eg lift, extinguishers, smoke vents, emergency lighting, FRA and WRA, alarm and key system, lift servicing
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- Looking after maintenance and cleaning staff, allocating their work load
- Windsor only – keeping record engineers for access to the phone equipment on roof ensuring RAMS are produced and keeping records of any changes between the garage (fire risk assess/asbestos)
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Commitment to Diversity: As a member of the tenancy & caretaking service team to take individual and collective professional responsibility for championing the council's diversity agenda and proactively implementing initiatives which secure equality of access and outcomes. Also to commit to continually developing personal understanding of diversity.

Key External Contacts:

- Independent Contractors, Axis, Repairs inspectors, Cleaners

Key Internal Contacts:

- Residents and service users

Financial Dimensions:

- To identify and recommend areas where external and internal funding can be maximised
- To identify priorities for placements and areas where costs can be minimised and value for money achieved
- To monitor the contracts of the cleaning staff ensuring they delivers good value,
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- To ensure that repairs and replacements are costed appropriately check that work has been completed to a good standard and where you have concerns escalate to the CSW manager..
- To maximise rental income through monitoring of residents personal charges, alternative means of payment, and timely submission dates for housing and welfare benefit applications with the necessary supporting documentation, estimating HB entitlement and liaising with benefits agency pending final determination.
- To maintain rent accounts. To regularly and systematically review accounts to ensure the prompt identification of arrears and to take appropriate remedial when necessary.
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Key Areas for Decision Making:

- Using judgement in order to determine circumstances in which to call the emergency services
- To identify concerns relating to residents mental, emotional or physical well being, immediately any change is noticed, alert the caseworker or social worker so that appropriate treatment and/or social care can be administered.
- Were you suspect child neglect or abuse you must immediately do a referral to Children's safeguarding team or Early Help as appropriate.
- To have regard to the council's safeguarding policy, recognising possible abuse indicators, to or by a resident and report urgently to the relevant authorities.
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Other Considerations:

- Using judgement in order to determine circumstances in which to call the emergency services
- To identify concerns relating to residents mental, emotional or physical well being, immediately any change is noticed, alert the caseworker or social worker so that appropriate treatment and/or social care can be administered.
- Were you suspect child neglect or abuse you must immediately do a referral to Children's safeguarding team or Early Help as appropriate.
- To have regard to the council's safeguarding policy, recognising possible abuse indicators, to or by a resident and report urgently to the relevant authorities.

**Key Accountabilities and
Result Areas:**

Resources

Key Elements:

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This will involve:

- Responsibility for maintenance of all fixtures, fittings and furniture within the hostels, arranging appropriate disposal, repairs and replacements as necessary, ensuring compliance with fire safety regulations.
- To supervise contract cleaners to ensure cleanliness, and that when a flat becomes vacant it is ready to be re-let within 24 hours where no repairs are necessary and 3 days when repairs are required
- To supervise the building maintenance contract, ensuring that work carried out to high standards and within budget.
- Responsible of arranging annual safety checks of all electrical, gas appliances and smoke alarms checks.

Contacts and Relationships

This will involve:

- To liaise closely at all times with other housing staff and caseworkers to ensure the sharing of relevant information regarding residents and to ensure that changes in circumstances, terminations and placements etc. are promptly notified. Complete a void sheet daily CSW manager and notify EAP team daily with available rooms.
- To maintain daily contact with the temporary accommodation team with up to date information such as to confirm occupy, identify problems, and whether vacancies exist.
- To participate in regular meetings and briefings, contributing to formulation of policy and procedure.
- To maintain regular contact and liaison with residents' caseworkers, key support workers and social workers, identifying and resolving issues in relation to the welfare of the residents
- To liaise with relevant officers, support workers and social workers regarding complaints about the behavior of households in the unit, mediating whenever possible, or terminating tenancy as agreed by HEAT or CSW manager
- To liaise closely with the Council staff to ensure that residents are in receipt of all benefits due to them. Support and attend any regular surgeries or resident meetings held by colleagues and outside agencies. To report day to day repairs to the Axis and ensure they are carried out satisfactorily. Where necessary escalate to CSW manager. In addition, to arrange annual property inspections and maintenance requirements. (PAC test)
- Carryout statutory H&S checks of the building and complete the necessary forms which must be kept in the site office for inspection by relevant bodies.

Maximising use of Information Technology

This will involve:

- Making best use of available Information Technology to meet the requirements of the role.

Work Environment

- Observe requirement to apportion appropriate time between each hostel, as and when required and conduct visits sensitively to take into account the needs of the residents.
- To work independently with minimum supervision.
- Maintain responsibility for ones own remote working arrangements. Ensure that processes and policies in relation to lone working are observed. Have regard for ones own safety and security, taking appropriate measures through regular risk assessments and alerting Manager to any identified raised risks.

Creativity and Innovation**This will involve:**

- To make the most effective use of available accommodation to minimise costs, and to discharge households when alternative accommodation is provided, or the Council's duty to house applicants has ended.
- To seek innovative ways to maintain and improve quality of life within the hostels.
- To manage and resolve complaints from residents , referring serious complaints together with recommendations for resolution, to the CSW Manager and Temporary Accommodation Team Manager
- To deal swiftly and effectively with breaches of tenancy conditions, using appropriate strategies and skills and mediation before taking legal action where appropriate serve NTQ and proceed to court as necessary
- To provide information on basic housing application issues, and to sign-post residents to services and sources of information, giving information and advice to enable and encourage them to access local services, such as health and education. Managing and maintaining tenancy support through the Tenancy Sustainment Service, Gateway and the Housing Benefit Service.
- To promote the take-up of welfare benefits, having regard to households' financial and domestic circumstances, in order to maximise their income, referring them to other agencies for further advice when necessary.
- Participating in the development and management of effective procedures and systems to enhance the service
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(G) Knowledge and Requirements

Skill

- Monitoring the contractual arrangements with the Council's external partners and ensuring that performance is monitored closely and reviewed regularly
- To have knowledge and keep up-to-date of housing legislation, welfare rights and mental health, safeguarding and health and safety legislation and other developments as appropriate to the post.
- To keep records and reports relating to residents contact details, of void levels, length of stay, throughput rates,
- To contribute as an effective and collaborative member of the Tenancy & Caretaking Service team
- Participate in training to be able to demonstrate competence.
- Participating in the ongoing development and training around safeguarding, basic homeless legislation and basic tenant and landlord legislation.
- Championing the professional integrity of the Tenancy & Caretaking service team.
- Supporting Customer Focus, Best Value and electronic management of processes

Green Statement

This will involve:

- Ensuring that your work and the work of the housing initiatives teams meet the council's green commitment policy goals in reducing energy consumption and waste, increasing renewable energy use and recycling, contributing to a reduction in traffic congestion, and using sustainable materials. To ensure that the work of the unit and the activities within the building meets the Council's Green Commitment Policy goals in reducing energy consumption and waste, increasing renewable energy use and recycling, and using sustainable materials.

Data Protection

This will involve:

- Being aware of the council's responsibilities under the Data Protection Act 1998 for the security, accuracy and relevance of personal data held on such systems and ensure that all administrative and financial processes comply with this.
- Maintaining client records and archive systems, in accordance with departmental procedure, policy and statutory requirements.

Confidentiality

This will involve:

- Treating all information acquired through your employment, both formally and informally, in strict confidence. There are strict rules and protocols defining employees' access to and use of the council's databases. Any breach of these rules and protocols will be regarded as subject to disciplinary investigation. There are internal procedures in place for employees to raise matters of concern regarding such issues as bad practice or mismanagement.

Equalities

- The council has a strong commitment to achieving equality of opportunity in its services to the community and in the employment of people. It expects all employees to understand, comply with and to promote its policies in their own work, to undertake any appropriate training and to challenge racism, prejudice and discrimination.

Customer Care

This will involve:

- The ability demonstrates a commitment to the council's customer care policy.

Health and Safety

This will involve:

- Being responsible for their own health & safety, as well as that of colleagues, service users and the public. Employees should co-operate with management, follow established systems of work, use protective equipment where necessary and report defectives and hazards to management.

Person Specification

Job Title: CSW Building Manager – Health, Wellbeing and Adults

Essential knowledge:

An understanding of homelessness and how this effects people
Basis ?? Homeless legislation

Essential skills and abilities:

- Good verbal and written communication skills including the ability to negotiate with internal and external accommodation providers and explain complex issues to the diverse users of the service and the ability to write letters, report, and procedures using Plain English.
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- Ability to relate the Department's objectives and policies in relation to the service, and to communicate these concisely and simply to colleagues, customers and partners.
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- Ability to manage a varied and demanding workload, and to provide a consistently high quality of work with limited supervision.
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- Ability to take responsibility for one's own and team performance in delivery of a customer focused service.
- Ability to assess and communicate service issues and challenges, and identify and cost appropriate responses and solutions.
- A commitment to equalities issues and an understanding of how they relate to the Housing Initiatives Section Tenancy & Caretaking service and the diverse needs of its customers.
- Ability to participate in providing a pro-active, caring and responsive service for customers and partners through active listening and ascertaining their needs.
- An understanding of equalities issues and how they relate to the diverse needs of customers of the Procurement Section.
- A commitment to the Council's green policy

Essential experience:

- Experience of working in a hostel environment or related field.
- Experience of working with members of the public who may be vulnerable due to homelessness.
- Experience of using a range of software packages including database, MS Word and spreadsheets SharePoint, OHMS

Special conditions:

1. Prepared to work flexibly, and outside the council's normal working hours when necessary, to ensure all households are accommodated at the end of the day
2. Be able to visit hostels and temporary accommodation providers, and conduct meetings away from the office.

Personal Effectiveness competencies

Authority, Power & Control

The ability to use authority and leadership to engage and enhance the capacity of others, provide direction and build an open, trusting environment, promoting diversity and challenging discrimination and oppression

Emotional resilience

The capacity to maintain effective functioning when working under pressure faced with difficult and personally demanding situations and people

You will find attached 'The Competency Framework' that will be implemented within Croydon council later this year once levels have been assigned to jobs.

The framework illustrates the expected *minimum* standards of behaviour that would be observed when demonstrated. It is not an

exhaustive list and managers may identify *additional* behaviours that are integral to a job (or role).

COMMUNICATION & INFLUENCING I speak clearly, fluently and in a convincing manner to both individuals and groups. I influence, convince or impress others in a way that results in acceptance, agreement or behaviour change		
Level 2	At this level I,	I do not,
Communication & Influencing	<ul style="list-style-type: none">▪ Encourage others to say what they think or feel▪ Seek to understand others to build trust and credibility▪ Break down complex information to help others understand▪ Adapt my communication style to suit the circumstances	<ul style="list-style-type: none">▪ Disregard the ideas/contributions of others▪ Insist on others understanding me first before trying to understand them▪ Use jargon to 'show off'/demonstrate to others how clever I am▪ Stick to one style of communicating irrespective of the circumstances

Interpersonal Awareness

I interact with others in a sensitive and effective way.

I respect and work well with others to maintain the “Public Service” image of the Council.

Awareness All Employees	I, <ul style="list-style-type: none">▪ Am aware of my own strengths and areas for development, taking some responsibility for my own learning and development▪ Am not afraid to ask for help or to admit own mistakes▪ Respect the “differences” in others e.g. in dress; language; working patterns; opinions and contributions▪ Accept those who hold different views and work with them to achieve common goals▪ Work well with others by sharing information and contributing to team goals, working to improve the quality of services to others▪ Show respect for “public service” by maintaining high standards in relationships with colleagues, customers and others▪ Demonstrate behaviour consistent with the Council’s duty of care to children, young people and vulnerable adults	I do not, <ul style="list-style-type: none">▪ Solely rely on others for my own learning and development▪ Criticise others for being different▪ Dismiss the views of others simply because I do not share them▪ Keep information to myself that should be shared with others▪ Undermine the Council’s duty of care to children, young people and vulnerable adults by:<ul style="list-style-type: none">○ leaving confidential information unsecured/or sharing it inappropriately with others○ not telling others about potential employee behaviour that is inconsistent with the Staff Code of Conduct○ not accepting <i>my</i> personal role in maintaining the duty of care▪ Forget that I work for an organisation that exists to provide a service to others
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Creativity & Innovation

I create new and imaginative approaches to work-related issues.

I identify fresh approaches and show a willingness to question traditional assumptions.

	<ul style="list-style-type: none">■	<ul style="list-style-type: none">■
Level 2 Solutions Focused	<p>At this level I,</p> <ul style="list-style-type: none">■ Focus my effort on suggesting solutions rather than just on barriers/obstacles■ Take calculated risks in order to do things better■ Seek to develop new solutions with available resources■ Review how things are done with a view to delivering services differently when necessary	<p>I do not,</p> <ul style="list-style-type: none">■ Limit myself to only offering tried & tested/traditional ideas/solutions■ Take risks without thinking and/or avoid taking any risks at all■ Do things on a 'whim' without any consideration of the impact on others/resources/service delivery■ See review/evaluation as unimportant or a waste of time

Delivering Quality through Decision Making

I analyse issues and break them down into their discrete parts.

I make systematic and rational judgements based on relevant information.

I demonstrate a readiness to make decisions, take the initiative and originate action.

Level 2	At this level I,	I do not,
Analytical Thinking	<ul style="list-style-type: none">Analyse the symptoms and causes of a problem i.e. the “what” and the “why”Identify the advantages and disadvantages of potential options/solutionsProblem solve with others outside of my immediate work area/departmentConsider potential equalities and diversity implications when making decisions/recommendations	<ul style="list-style-type: none">Only consider short term solutions to a problemAvoid/refuse to work with others to solve a problemAssume that a decision will affect everyone in the same wayGet side-tracked by details, losing sight of significant issues

<p style="text-align: center;">Embracing and Delivering Change</p> <p style="text-align: center;">I can understand and anticipate the need for change.</p> <p style="text-align: center;">I successfully adapt to changing demands and conditions.</p>		
Level 2	At this level I,	I do not,
Delivering Change	<ul style="list-style-type: none"> ▪ Tell others about change and how it affects them ▪ Model the behaviour needed to help others accept and support change ▪ Challenge others whose behaviour/attitude undermines change inappropriately ▪ Share my experience of change with others 	<ul style="list-style-type: none"> ▪ Assume that change affects everyone in the same way ▪ Behave in a way that is out of keeping with the change message I am supposed to be communicating ▪ Remain silent about behaviour that undermines change ▪ Demonstrate an inherent lack of commitment to changes that may be occurring

Delivering Results through Planning
I organise and plan events, activities and resources.

I set up and monitor timescales and plans.

I understand and apply business and financial principles.

I view issues in terms of costs, income generation and added value.

Level 2	At this level I,	I do not,
Delivering Through Others	<ul style="list-style-type: none">▪ Use divisional/service plans to focus on priorities and to make the best use of resources▪ Adopt a methodical and systematic approach to planning to deliver results▪ Consult and work with others to review performance and to deliver results▪ Manage conflicting priorities through regular review and positioning of tasks	<ul style="list-style-type: none">▪ Commit available resources to areas of work that do not support divisional/corporate priorities▪ Delegate actions to others before getting their agreement/without prior discussion▪ Fail to take account of all the relevant factors during the planning process▪ Over-emphasise planning at the expense of implementation

Leadership

I motivate and empower others in order to reach organisational goals.

Level 2	At this level I,	I do not,
Leading a Team (including Project Team)/Service Area	<ul style="list-style-type: none"> ▪ Demonstrate a clear understanding of the team's purpose, translating service objectives into SMART individual and team targets, monitoring their impact ▪ Coach and support others on the use and development of their technical/management knowledge, skills and abilities ▪ Acknowledge the input of others through individual/team praise ▪ Role model behaviour in a team where diversity is valued and "difference" is not considered a problem ▪ Challenge inequality and other unacceptable behaviour that discriminates against or oppresses others ▪ Implement decisions even if they affect my personal position ▪ Accept the consequences of my own actions, do not blame others and empower others to do the same to improve performance ▪ Am accountable for the performance of others, taking ownership of problems that are escalated 	<ul style="list-style-type: none"> ▪ Expect others to work on their own/part of a team without explaining to them how their work supports team/divisional/corporate objectives ▪ Allow new employees to miss departmental/corporate induction programmes ▪ Cancel individual supervision sessions with direct reports without re-arranging a replacement session ▪ Accept (or allow others to accept) the credit for work done by others ▪ Expect others to be a 'mirror image' of myself ▪ Avoid seeking ways to celebrate "differences" within a team ▪ Overlook unacceptable behaviour by 'laughing it off'; remaining silent ▪ Affect my credibility with others by avoiding making difficult decisions ▪ Make excuses for unsatisfactory performance

