

CROYDON COUNCIL

ROLE PROFILE AND PERSON SPECIFICATION

DIRECTORATE: Housing

DIVISION: Housing Resident Engagement and Allocations

JOB TITLE: **Temporary Accommodation Manager**

ROLE PROFILE

Job Title:	Temporary Accommodation Manager
Directorate:	Housing
Division:	Housing Resident Engagement and Allocations
Grade:	Grade 16

Hours (per week): 36

Reports to: **Head of Temporary Accommodation & Support**

Responsible for: Temporary Accommodation Team Leader
Hostels Team Leader
Income Team Leader

Indirectly responsible for:
TA Building Managers
Handypersons
Temporary Accommodation Officers
Income Officers

Role Purpose and Role Dimensions:

To lead the effective and efficient delivery of the Temporary Accommodation service with a focus on tenancy sustainment and support to maximise the number of homeless households that move on to successful longer-term accommodation.

To support the Head of Service in the strategic leadership and continuous development of the council's housing needs and homeless functions.

To lead and motivate multidiscipline teams to deliver a quality service that achieves high customer satisfaction and to support their personal development through the provision of training, coaching and mentoring opportunities.

To ensure that technology is used most effectively to deliver a consistent, high-quality, accessible service to all Housing Needs customers. In addition, to ensure that technology is used to provide effective mobile working to staff as required.

To develop an effective performance culture throughout the service to ensure the delivery of consistently high-quality, value-for-money services whilst meeting the council's corporate performance management requirements.

To lead the effective and efficient delivery of the Temporary Accommodation service with a focus on tenancy sustainment.

To lead the Income collection function ensuring collection targets are achieved and exceeded.

To lead a service that provides expert advice to accommodation providers on all property standards, repairing obligations and general tenancy management and encouraging good practice.

To lead a service that is the first point of contact for landlords experiencing difficulties sustaining tenancies, including acting as a negotiator or mediator between disputing parties to resolve contractual issues to ensure compliance with the legal framework to sustain tenancies.

To oversee the management of temporary accommodation, ensuring that void turnaround times are kept to an absolute minimum and that all temporary accommodation, including Council owned and, managed hostels, are well managed, in a safe and habitable condition and meet all statutory requirements in respect of fire safety, amenities and health and safety.

To support the Head of Temporary Accommodation & Support in the strategic leadership and continuous development of the Council's Housing Needs and Homelessness function.

To Identify, recommend, and support the development and delivery of improvements. Contribute to the development and implementation of policies, procedures, and systems.

To support and promote a co-ordinated, multi-agency approach to the delivery of a comprehensive advice and support service for residents of temporary accommodation.

To motivate the Income, Temporary Accommodation and Homeless Hostel management Teams to deliver a quality service that achieves high customer satisfaction and to support the team's personal development through training, coaching and mentoring opportunities.

To ensure that technology is used most effectively to deliver a consistent, high-quality, accessible service to customers. In addition, to ensure that technology is used to provide effective mobile working to staff as required.

Commitment to Diversity: 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 promote its policies in their own work, undertake any appropriate training to help them to challenge prejudice or discrimination.

Key External Contacts:

- Other Local Authorities
- Registered Social Landlords
- Immigration and Nationality Department
- MPs
- SLaM
- Councillors
- Crisis
- Rough Sleepers Outreach Service
- Substance Use service
- IAMHS
- Private Landlords

Key Internal Contacts:

- TA Placement Team
- Move on Team
- Adult and Social Care
- Children's Services
- Housing Benefit Services
- Procurement Team
- Property Management
- TA Income Team
- Homeless Support Team

Financial Dimensions: To be accountable for the effective management and utilisation of allocated budgets, to ensure that it is deployed to best effect, provides value for money, and is well monitored and controlled, maintaining sound business and financial planning.

Key Areas for Decision Making: Direct the Temporary Accommodation Service, ensuring it is managed effectively to deliver excellent customer service that meets demand, demonstrates best practices, uses resources, and provides value for money.

To direct the Temporary Accommodation Service and all its activities - including the day to day running of projects and supervision of staff as required ensuring it is managed effectively to deliver excellent customer service that meets demand, demonstrates best practices, uses resources, and provides value for money.

Lead, motivate, support, manage, and develop staff and provide/deliver training to meet those needs where appropriate, ensuring a high quality, effective and confidential customer service and strategic targets and goals are achieved.

Responsible for monitoring team performance, identifying areas of concern and driving service improvements in line with local and national objectives regarding Temporary Accommodation.

To ensure the Council's hostel' property maintenance contracts both internal and external continue to deliver an efficient and cost-effective service, working closely with the Contracts Management team the Council's compliance service to ensure contractual terms are delivered.

Lead, motivate, support, manage, and develop staff and provide/deliver training to meet those needs where appropriate, ensuring a high quality, effective and confidential customer service and strategic targets and goals are achieved.

Other Considerations:

- Able to work flexibly and to plan travel and occasional evening or weekend work to carry out responsibilities associated with service priorities.
- Role will demand regular extra work hours. Ensure the Service continuity plan is up today and provide cover in emergencies.
- Deputise for the Head of Service in their absence, including at meetings when required.
- The duties described in this job description must be carried out in a manner which promotes equality of opportunity, dignity and due respect for all employees and service users.

Is a satisfactory disclosure and barring check required?

[\(click here for guidance on DBS\)](#)

No

What level of check is required?

Is the post politically restricted

No

[\(Click here for guidance on political restriction\)](#)

Is the post exempt from the Rehabilitation of Offenders Act (ROA) 1974

[\(Click here for guidance on ROA \)](#)

Yes

Key Accountabilities areas and results

Leadership

Key Elements:

- To lead the Temporary Accommodation Management Team, Income Team and Homeless Hostel Team, providing motivation and guidance to guarantee that the service meets key performance indicators and delivers expected outcomes in compliance with regulatory, statutory, and professional standards, legislation, and policies.
- Use professional expertise and experience to provide advice and support internally and externally, contributing to the development of internal practices and procedures to deliver sustainable and effective services.
- To lead multi-agency meetings and formal safeguarding case conferences and provide both written and verbal reports to those meetings when required.
- Understand and comply with the Council's safeguarding responsibilities and relevant internal and multi-agency policies and ensure safeguarding referrals are made when there are issues of concern regarding children and or adults with care and support needs.

Service Management

- Lead on staff recruitment, selection, appointment, and induction of new team members.
- To carry out monthly supervision and appraisal with all direct reports.
- To lead on the planning, coordinating and redeployment of resources and workload across the teams to meet service and business demand.
- To prepare the annual service plan. Prepare performance reports and attend committees and Cabinet Member meetings as required.
- Produce monthly, quarterly & annual monitoring reports for the Head of Service and for the purposes of statutory returns.
- Develop and implement and review robust policies and procedures temporary accommodation including Hostels that cover: (not an exhaustive list) occupancy checks, tenancy management and sustainment void management, hand backs and tenancy termination.
- Oversee temporary accommodation void management ensuring turnaround times are kept to an absolute minimum

and that all allocations are made in a manner that is equitable, in line with the Council's policies and procedures, and makes the most efficient and effective use of resources.

- Be lead negotiator in contract arrangements with external property maintenance contractors in securing services that provide value for money.
- To monitor all SLAs with Council's internal services e.g., Property Management to ensure all temporary accommodation repairs and property maintenance contracts are carried out to standards agreed in the relevant Service Specification and meets all statutory requirements.
- To lead a service that is the first point of contact for landlords experiencing difficulties, sustaining tenancies, including acting as a negotiator or mediator between disputing parties to resolve contractual issues to ensure compliance with the legal framework to sustain tenancies.
- To lead a co-ordinated, multi-agency approach to the delivery of a comprehensive advice and support service for residents of temporary accommodation to help them sustain their tenancies.
- Attend statutory and voluntary partnership group meetings to share good practice/discuss local challenges and to develop good working relationships and ensure there is an effective response and range of support to meet the needs of a diverse range of client groups.
- To assist in the drafting of reports to decision-making committees. To provide confidential advice to elected members and Chief Officers on all aspects of the post holder's responsibilities.
- To ensure that correspondence from Members, MPs and the Local Authority Ombudsman are dealt with within specified time scales and ensure effective communication so that good practice can be developed in cooperation with stakeholders.
- Respond to freedom of information requests and assist in compiling performance reports and statistical returns ensuring there is a comprehensive methodology for the recording and collecting of data.
- To be self-serving in all administrative tasks, ensure a comprehensive record is kept of all interviews, visits, meetings, telephone calls and follow-up actions (and that files are maintained to a high standard) in accordance with the

Performance Management

Council's policies and procedures and to assist monitoring, decision-making, and effective case management.

- Provide data and reports to monitor performance against internal and external performance indicators. (e.g., income collection, void turnaround time, repair resolution performance) highlighting risks and proposing measures to address service delivery issues.
- To contribute to the Council's corporate performance management and the development of practices, processes, and initiatives.
- To contribute significantly to the Homelessness and Rough Sleeping Strategy and annual review. To attend forums on homelessness and other housing needs issues.
- To work in partnership with Children's services to develop and deliver support packages for care leaver to sustain their tenancy and prepare them for independent living. To ensure member of the team work proactively with care leavers and Children service to deliver these key objectives.
- To attend and contribute to Senior Management Team and share a collective responsibility for excellent service delivery across housing needs.
- Understand and comply with the Council's safeguarding responsibilities and relevant internal and multi-agency policies and ensure that safeguarding referrals are made when there are issues of concern regarding children and or adults with care and support needs.

Developing Strategic Partnerships

Keeping abreast of changes in legislation and practice and contributing to policies and initiatives to improve service delivery and efficiency, including the following.

Legislation

- Housing Acts 1985, 1988, 1996 and 2004
- Homelessness Act 2002
- Localism Act 2012
- Homelessness Reduction Act 2017
- Protection from Eviction Act 1977
- Landlord and Tenant Acts 1985 and 1987
- Rent Act 1977
- Accommodation Agencies Act 1953
- Welfare Reform Act 2012
- Children's Act 1989
- National Assistance Act 1948.

Personal Development

- Maintain up-to-date knowledge of the different housing options available to households requiring longer-term accommodation, including the private rented sector, intermediate housing schemes, and social housing.
- Attending regular team meetings, one-to-one supervisory sessions, and annual Job Appraisal [Council's performance, development, and competency scheme].
- Taking responsibility for and evidencing personal performance. In line with the council's PDCS scheme, and for identifying one's own training and development needs through formal and informal methods and in line with the Council's procedures and policies.

Confidentiality

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

Data Protection

- Being aware of the council's legal obligations under the Data Protection Act 2018 (the "2018 Act") and the EU General Data Protection Regulation ("GDPR") for the security, accuracy and relevance of personal data held, ensuring that all administrative and financial processes also comply.
- Maintaining customer records and archive systems in accordance with directorate procedures and policies as well as statutory requirements.
- Treating all information acquired through employment, both formally and informally, in accordance with the **Workforce Data Protection Policy**.
- There are strict rules and protocols defining employee access to and use of the council's databases. Any breach of these rules and protocols will be 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.

Contribute as an effective and collaborative team member.

This will involve:

- Participating in training to demonstrate competence.
- Undertaking training as required for the role.
- Participating in the development, implementation, and monitoring of service plans.
- Championing the professional integrity of the service.

Equalities and Diversity

- 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 promote its policies in their own work, undertake any appropriate training to help them to challenge prejudice or discrimination.

Health and Safety

- Being responsible for 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 and report defects and hazards to management.
- Managers should carry out, monitor and review risk assessments, providing robust induction and training packages for new and transferring staff, to ensure they receive relevant H&S training, including refresher training, report all accidents in a timely manner on council accident forms, ensure H&S is a standing item in team meetings, liaise with trade union safety representatives about local safety matters and induct and monitor any visiting contractors etc, as appropriate.

Person Specification

Job Title:

Temporary Accommodation Manager

Essential knowledge:

- Knowledge of the legislation and duties owed to homeless persons by the Council under Part V1 and Part V11 of the Housing Act 1996, Homelessness Act 2002 & Localism Act 2011
- Homelessness Reduction Act 2017
- Knowledge of Landlord & Tenant Legislation, the Housing Act 1985, and the Protection from Eviction Act 1977.
- Homelessness (Suitability of Accommodation) (England) orders 1996, 2003 and 2012
- Knowledge of housing options, including affordable housing, private rented sector, and social housing.
- To have a good awareness of risk assessment and support planning and a strong understanding of safeguarding for children, young people, and vulnerable adults. And be able to ensure good practice in staff and client safety.
- Excellent knowledge of welfare benefits and tax credits legislation, procedures, and social policy issues.
- Proven project management skills and relevant management experience.
- Extensive experience of managing temporary accommodation, supported housing and/or social rented housing.
- Extensive experience of managing and delivering housing support services for households in temporary accommodation
- Successful track record of income collection from households in temporary accommodation.

Essential skills and abilities:

- Strong leadership skills and the ability to motivate team members.
- Excellent and effective communication (verbal and written) and negotiation skills at an internal and external level.
- Ability to analyse and interpret a range of financial, legislative, statistical, and complex information.

- Ability to write policies and procedure and sound, evidence-based strategies.
- Ability to lead and develop a multi-disciplinary team to deliver excellent customer service in a high-pressure environment.
- Demonstrating the ability to inspire, motivate and coach staff to deliver performance targets and service objectives.
- Ability to seek, encourage and recognise ideas, initiatives, and improvements to deliver better services. Encourage and support others to think differently, to question and to try new ways of doing things.
- Ability to lead from the front, ensuring visibility and communicating in a straightforward, open way. Build a strong network of collaborative relationships internally and externally.
- Ability to interpret legislation, case law, guidance, and policy to make accurate and informed decisions and keep abreast of housing issues and new government initiatives.
- Ability to interpret legislation, case law, guidance, and policy to make accurate and informed decisions and keep abreast of housing issues and new government initiatives.
- Be able to work effectively in a very busy, pressurised environment and the ability to manage multiple priorities and responsibilities with attention to detail, ensuring relevant deadlines are met.
- Highly developed interpersonal and negotiating skills, including presentations, casework and report writing when working with external partners, housing officers, health care professionals etc., at a senior level.
- Ability to gather, analyse and use the information to critically examine services, develop, and implement service improvements, and write policies and strategies.
- Ability to work strategically to realise organisational goals. Sets clearly defined objectives, Monitors performance against deadlines and milestones.

Essential experience:

The post holder must be educated to a degree level or have substantive experience working in a housing environment in the public or private sector.

Experience of effective joint working, successful multi agency working and operating in a demanding working environment

Experience of developing and sustaining effective working relationships and working successfully in partnership with other services and organisations.

Experience of developing new ways of working, collating, and evaluating monitoring information, and initiating and managing new projects.

Broad experience of managing staffing.

Experience of supervising and motivating staff and managing performance

Experience of managing a range of complex tasks, with competing demands, and successfully responding to changing circumstances and priorities.

Experience of improving services through successful joint / multi agency working.

Experience working effectively with elected Members and in partnership with other agencies, including the voluntary sector and private landlords.

Special conditions:**Competencies:**

To deliver to the requirements of this role, the post-holder will need to demonstrate and/or develop the following behaviours:

We Put Customers First

Puts customers at the heart of everything they do, using feedback data and the Residents' Charter to make their service better for customers. Ensures their team understand customers' issues and treat them with respect, solving customers' problems and investigating their complaints.

We Deliver Effective Service

Provides clear guidance and priorities to their team, ensuring they have the resources and equipment to deliver. Sets service KPIs and monitors performance, spotting patterns of problems or service issues and taking action to deal with root causes. Gathers and analyses data from a variety of sources to identify ways forward and make sound decisions.

We Adapt and Change

Supports organisational plans to transform and improve service for customers. Acts as a role model, promoting innovation and change across the team. Learns lessons from mistakes, giving and receiving feedback to stimulate improvement and development. Builds team resilience through managing change constructively, challenging negativity and overcoming resistance.

We Collaborate Constructively

Encourages collaboration with colleagues, suppliers and partners from across Housing and beyond to deliver for customers. Builds strong relationships with key stakeholders and partners, finding mutually beneficial ways forward. Demonstrates positive team facilitation skills and uses team charters to create a conducive team culture.

We Communicate with Impact

Communicates clearly and promptly with staff and residents, tailoring communication style and method to meet the needs of a range of different audiences. Influences and negotiates effectively, taking account of the needs of all parties. Encourages open and honest communication on challenging issues with the team and customers. Resolves disputes and conflict effectively.

We Lead Inclusively

Inclusive and fair in their interactions with all colleagues and team members. Ensures team members are treated fairly. Provides a vision and direction for the team, clarifying ambiguity and stimulating a sense of optimism about the future direction of the service. Delegates and targets resources effectively. Supports the team with demanding work, listens and acts to relieve pressure.