



HILLINGDON

LONDON

Job Profile

JOB TITLE:	Accommodation Team Manager
GRADE:	POC
POST NO:	Post specific
JOB TIER:	3
DBS CHECK:	Enhanced
DIRECTORATE:	Residents Services
SERVICE:	Housing Needs and Homelessness
Reports to:	Accommodation Service Manager
Direct Reports:	6
Indirect Reports:	Post specific

ROLE PURPOSE:

The Accommodation Manager will provide leadership and management of the Accommodation Team. The Accommodation Manager will provide effective and comprehensive management of LBH's temporary accommodation (TA) and private rented sector (PRS) portfolio. This will include:

- Procurement
- Allocations
- Property Management
- Repairs/voids
- Inspections
- Compliance
- Contract Management
- Budget management of payments to PRS and TA portfolio providers and other suppliers.

They will also:

- Deliver an efficient, compassionate, and responsive Accommodation Service for homeless households. Ensuring fairness and transparency in the allocation process striving to minimise void turnaround times and reduce the Council's reliance on costly, nightly-rated accommodation.
- Manage the TA and PRS accommodation services ensuring that these are delivered effectively and in line with budget requirements.
- Manage the day-to-day relationship with TA and PRS suppliers and contribute to the management of leases and contracts.
- Ensure proactive, planned inspections and reactive, ad hoc inspections are carried out as required.
- Work in partnership to proactively address tenancy issues, such as under and over occupation, rent arrears, ASB, hoarding, disrepair, etc.
- Ensure all TA and PRS housing meets required standards and compliance.
- Ensure all inspection and compliance data is accurately and timely recorded on IT and data systems.
- Collaborate with landlords and suppliers to facilitate the letting of high-quality accommodation in the PRS or TA sectors.

A. Job Description

1. Resident & Community Contribution

- To demonstrate understanding of the Council's *Customer Care Standards* and ensure that these standards are met in order to deliver the Council vision of 'putting our residents first'.
- Contribute and lead as required on the delivery of the five commitments to residents from the Council Strategy.
- Accountable for the provision of an efficient, effective and resident focused service.
- Act as operational lead on maximising the potential for 'self-service' options and automation across the service.
- Positively influence the resident experience and journey using learning and feedback mechanisms.

2. People Management

- To be responsible for the selection, development and performance of the Accommodation Team in line with the Council's HR policies.
- To ensure all team members receive the appropriate level of communication to maintain engagement with the Council's vision, priorities and activities.
- To be responsible for maintaining a safe and healthy working environment in line with Health & Safety at Work Act (1974).
- Lead, inspire, and develop the TA and PRS initiatives to achieve high standards of customer care. Ensure that work is closely monitored and conducted in accordance with legislation, guidance, and the Council's policies and procedures.
- Ensure all staff within the Accommodation Team are thoroughly knowledgeable about relevant legislation, updated on best practices and case law developments, and that a comprehensive induction and training programme is successfully implemented.
- Provide advice and guidance to staff in relation to complex areas of work related to the service functions.
- Regularly monitor and review staff and team performance, collaborating with them to enhance efficiency, innovation, and overall performance in alignment with the Council Vision and the Council Strategy.
- Ensure officers are rigorous in the recording of data on IT systems to ensure accurate statistical data is reported and maintained.
- Ensure activities are planned to include meaningful one-on-one conversations, quality regular appraisals, and regular workforce planning and development.
- Ensure compliance with organisational requirements for Data Protection, Risk Management, Safeguarding, and other legal and statutory requirements along with best practice and general duty of care.
- Cultivate an empowering environment by recognising and developing future leaders within the team, while promoting professional growth.
- Thrive in a dynamic environment by leading a team to meet targets and service objectives amidst competing priorities. Continuously enhance within existing resources the service, adapting to evolving needs and integrating digital solutions.

3. Operational Service Delivery

- Lead on the effective delivery and management of the PRS and TA portfolio.
- Ensure that all suitable PRS and TA offered to residents is let promptly and efficiently, in accordance with published service standards.
- Ensure Accommodation Officer's support TA and PRS customers in making informed housing choices.
- Ensure properties are maintained and repaired to the required standards and monitor the performance of contractors and providers. Take the necessary remedial actions as required.
- Manage the Accommodation Team to ensure customers receive the support needed to sustain future tenancies and break the cycle of homelessness. Act as the escalation point for complex or contentious issues and complaints.
- Enhance the efficiency and effectiveness of managing voids and relets processes.
- Deliver an exceptional Accommodation Service ensuring residents adhere to their agreements and promptly take necessary remedial actions.
- Ensure that TA and PRS units procured for the use of homeless households is of an appropriate standard and is in line with statutory requirements and guidance.
- Be responsible for managing contracts with external TA, and PRS providers.
- Ensure all information regarding the PRS, and TA schemes, customer data and other housing data is accurately recorded on notes and IT systems. Ensure all data is held in compliance with Data Protection and GDPR requirements.
- Collaborate with the Legal Service and other departments to efficiently address disrepair complaints and claims, aiming to minimise costs.
- Lead the Accommodation Team to investigate and address issues such as ASB, hoarding, and rent arrears.
- Develop, implement, and continuously enhance housing options for homelessness applicants in need of TA and PRS housing.
- Lead on developing links with private landlords and letting agents ensuring that officers provide support, help and practical assistance to landlords who work with the Council in line with agreed policies and procedures.

- Take responsibility for responding to service requests including formal Complaints, Members Enquiries, Freedom of Information Requests, and Ombudsmen investigations related to the area and demonstrate learning outcomes.
- Implement safeguarding policies and practices effectively.
- Authorise the termination of residency agreements for residents with serious breaches of conditions, including liaising with Legal Services.
- Provide the leadership to ensure staff identify and address issues of non-occupation, over-occupation, and under-occupation.
- Ensure staff within the Accommodation Team work proactively to identify and address welfare, housing, and homelessness fraud.
- To lead on compiling and providing statistical data for reports required by Government, Council, or other relevant organisations.
- Lead on communicating effectively with elected Members and other partners and stakeholders related to services delivered by the Accommodation Team.
- Write reports and present reports to different audiences related to the service area functions, to Members, Senior Management Team, Partners etc.
- Work flexibly in line with organisational requirements, including working from designated local hubs as part of regular working arrangements.

4. Service Planning & Development

- Ensure that an annual Team Plan, aligned to the Group / Service Plan(s), is developed, agreed and communicated to team members in a timely manner.
- Ensure clear Service Level Agreements (SLA's) are in place where appropriate, covering all aspects of service delivery with performance and response levels, together with the escalation process if SLAs are not met.
- Maintain a current service workforce plan including a succession plan for all key roles within own team.
- To lead on identifying and suggesting any improvements to current ways of working in own service area, and across the directorate to deliver a more efficient and effective service for residents and other service delivery teams.
- Promote social value in all activities, ensuring broader social, economic, and environmental benefits for the Council, residents, and communities.
- To contribute effectively to the development of the Directorate Service Plan, ensuring ownership of responsibilities and targets to operational teams.

- To promote and provide examples of good practice within the designated specialism.
- Develop, maintain, and implement a Business Continuity Plan within the area of responsibility as needed.

5. Financial & Resource Management

- To take responsibility for the effective management of the allocated department / team budget and savings targets.
- To ensure all purchasing and procurement is conducted in line with the corporate guidelines with appropriate use of the Council's financial systems.
- Ensure that payments to PRS and TA portfolio providers and other suppliers, are made promptly in accordance with the established contract and Council's financial policies and procedures.
- Manage the reconciliation of TA expenditure.
- Work closely with the Head of Allocations and Accommodation to financially model new schemes and initiatives.
- To ensure that all workforce expenditure is compliant with corporate guidance and that any temporary resource is purchased through the Council's agency contracts.
- Maximise the contributions from early intervention and tailored support to demonstrate cost avoidance.
- Identify and escalate any potential budget risks.
- Recognise the potential for transferring costs and liabilities onto other services and respond by adapting and tailoring support to contain pressures.
- Be accountable for managing the Council's resources efficiently and complying with statutory requirements. This includes managing time effectively, avoiding unnecessary waste, and promoting the reuse and recycling of resources to minimise personal impact. Monitor financial performance, deliver within budget, and seek savings and efficiencies by exploring opportunities to secure funding where appropriate.
- With the Head of Allocations and Accommodation and the Finance team, create and manage annual budgets and financial forecasts related to the service, ensuring accuracy, regular monitoring and driving value for money.

6. Service Improvement

- Implement continuous monitoring of team and individual performance and productivity to ensure the delivery of Service Level Agreements (SLA's) are maximised.
- Manage the implementation of improvement initiatives and change programmes using the Council's project management, service improvement methodologies and operating model.
- Develop and implement innovative methods to monitor and enhance the performance of the Accommodation Service Team's effectiveness in meeting the housing needs of customers, preventing homelessness, delivering stable housing solutions, and addressing diversity and equality issues.
- Collaborate proactively with colleagues to research, develop, and evaluate consultation methods, including customer focus groups and satisfaction surveys. Use this information to enhance the quality of the service provided.
- Ensure the precise collection and analysis of data related to the work of the Accommodation Team. Use this information to monitor performance, forecast future service needs, and implement agreed improvements.
- Contribute and where required lead the preparation for internal and external inspections, audits, service reviews, improvements, and special projects, ensuring successful change management throughout the process.
- To undertake appropriate management and professional training to maintain professional competence and continual personal development.
- Take a leadership role or actively participate in the development and implementation of new systems and processes for the Accommodation Team. Ensure these initiatives promote efficient operations and deliver the best outcomes for both residents and staff.
- Develop and achieve performance targets and improvement plans for the area, emphasising continuous improvement and value for money. Ensure that a performance-driven culture is cultivated and maintained within the team.
- Work with Business Intelligence Team to establish meaningful business intelligence reports utilising Power BI to support rigorous analysis of performance information that drives service improvement.

7. Contacts

- Primary contact will be with other officers within the Council, and service users / residents and their representative bodies. **Internal contacts will include:**
 - Housing Management

- Procurement
 - Finance
 - Voids, Repairs and Compliance Team
 - Resident Hub
 - Adult Social Care & Health
 - Children's Services
 - Community Safety Team
 - Legal Services
 - Housing Benefit
 - Environmental Health
 - Councillors and MPs
 - Counter Fraud
- **External Contacts will include:**
- Landlords and Agents
 - Police
 - London Fire and Emergency Planning Authority
 - Contractors
 - Registered Social Landlords
 - Local Authorities
 - Probation Services
 - Third Sector Organisations
 - Health
 - Estate Agents
- Initiate and influence relationships with and between key stakeholders - Members, Heads of Service, Assistant Directors, Directors, Corporate Management Team and Partners.
- Engage regularly with key members of the Senior Management Team in Residents Services and across the Council.

8. Additional Responsibilities

- Contribute to a range of interagency, regional and national forums to positively influence efficiency, service delivery approaches and practice for the benefit of residents.
- Adopt a collaborative and supportive approach, maintaining up to date professional knowledge and providing advice and assistance to colleagues across Residents Services.
- To manage a varied and heavy workload in an environment of constantly shifting priorities, including complex legislative changes, operational and financial demands.
- Deputise for the Head of Allocations and Accommodation as required.

- Contribute to and lead on the delivery as required on the outcomes on the Housing and Homelessness Prevention and Rough Sleeping Review Strategies.
- Participate in a rota system for the Emergency Out of Hours Housing Service, offering housing advice and sourcing emergency accommodation, if required.
- Contribute to and participate in Out of Hours and Emergency Response rotas for the Council, as required.
- Complete other reasonable tasks in order to fulfil role purpose or as instructed by management.

9. Key Performance Indicators

- Deliver the agreed Personal Appraisal Goals.
- Deliver and develop agreed team plan targets.
- To write, agree, deliver KPIs as part of the assigned work programme, monitoring non-performance and outlining actions for improvement.
- Contribute to good performance on relevant KPIs both local and statutory.
- The post holder is responsible for the KPI's relating to the service performance, the effectiveness and efficiency of delivery, and to support all other KPIs as identified jointly between the position holder and line manager.

This profile and job description is not intended to be an exhaustive list of duties the post holder will carry out. Other reasonable duties commensurate with the level of the post, including supporting emergency and priority situations, will form part of this role.

B. Person Specification

Accommodation Manager

This person specification will be used for recruitment to this vacancy of **Accommodation Manager** in LBH. It will form the basis of the application form, and candidates will be also assessed against aspects of this person specification at interview.

1. QUALIFICATIONS	ESSENTIAL □	DESIRABLE □
Educated to degree level in a discipline or able to demonstrate significant comparable experience.	□	
Hold an appropriate management qualification commensurate with the role	□	

or be working towards / willing to obtain a management qualification. Or relevant development.	<input type="checkbox"/>	
2. STATUTORY or ROLE SPECIFIC REQUIREMENTS	ESSENTIAL <input type="checkbox"/>	DESIRABLE <input type="checkbox"/>
Ability and willingness to attend out of hours meetings, events and visits to meet the needs of residents and the service. Including working flexibly from designated local hubs as part of regular working arrangements.	<input type="checkbox"/>	
rota system for the Emergency Out of Hours Housing Service, offering advice and sourcing emergency accommodation, if required.	<input type="checkbox"/>	
hours and emergency response rotas for the Council, as required.	<input type="checkbox"/>	
Full driving licence and use of a vehicle.	<input type="checkbox"/>	
3. EXPERIENCE	ESSENTIAL <input type="checkbox"/>	DESIRABLE <input type="checkbox"/>
Significant experience of management of PRS and TA schemes.	<input type="checkbox"/>	
Experience of working successfully with PRS Landlords and tenants to provide housing solutions for customers.	<input type="checkbox"/>	
Extensive knowledge and experience implementing the statutory homelessness framework, including legislation, Suitability Orders, and case law. This encompasses assessments, prevention, relief, main duties, temporary accommodation (TA) responsibilities, and accommodation offers.	<input type="checkbox"/>	
private rented sector (PRS) housing standards, including Housing Health and Safety Rating System (HHSRS), gas and electricity compliance, Energy Performance Certificates (EPC), licensing, and management and regulations of Houses in Multiple Occupation (HMOs).	<input type="checkbox"/>	
Experience of procurement and management of PRS and TA Schemes.	<input type="checkbox"/>	

Demonstrable experience of effective use of time and resources to meet challenging targets and deadlines.	☐	
legislation and policy.	☐	
Proven experience in managing a or directly supervising staff.	☐	
Proven experience in handling enquiries from Members, and MPs.	☐	
reports, and producing complex management information and performance indicators.	☐	
Experience in researching, and explaining complex legislation and policy.	☐	
within a multi-disciplinary environment and in partnership with other agencies to meet customer needs.	☐	
4. KNOWLEDGE & SKILLS	ESSENTIAL ☐	DESIRABLE ☐
Knowledge of Homelessness Act 2017 and associated legislation and guidance.	☐	
Knowledge of procurement rules, framework agreements – approved lists.	☐	
In-depth knowledge and experience in administering national and local welfare services, such as Universal Credit, Local Housing Allowance (LHA), Discretionary Housing Payments (DHP), and local welfare assistance programmes.	☐	
resource utilisation, and manage budgets effectively to deliver high-quality services.	☐	
Able to develop project plans, project development including project monitoring and evaluation.	☐	
ability to build and maintain a supportive working environment and deliver effective supervision.	☐	
influencing, persuading and negotiating skills with a variety of stakeholders, at	☐	

all levels on issues of complexity and		
sensitivity. homelessness housing supply issues at	□	
both local and regional levels. skills, and best practices within the service area to ensure continuous improvement and effective service delivery.	□	
Ability to chair meetings and the Council within a range of professional meetings.	□	
Working knowledge and experience using a range of IT software systems (e.g. Microsoft Office, Northgate, and bespoke housing management	□	
systems reports to different audiences, such as Members, Senior Management	□	
Team, and as part of a team, efficiently managing workloads, prioritising tasks, and adopting a flexible approach to changing and competing demands.	□	
Proven ability to take control of challenging situations with customers and external agencies, including diffusing and managing difficult, demanding, and challenging customer behaviour.	□	

Our values

Respect

We appreciate what makes us different and include everyone.

- We recognise that we all have unique talents, skills and experiences.
- We provide a professional service to our residents and colleagues and lead by example.
- We celebrate diversity and ensure our working practices are inclusive.

Collaborative

We believe in the power of working together.

- We work collaboratively as one council.
- We promote creativity and innovation to improve outcomes for all.
- We recognise the strength of sharing knowledge and experience.

Efficient

We deliver the best possible outcome by carefully managing our resources.

- We are empowered to deliver the most efficient outcome.
- We harness new technology and tools to deliver our services efficiently.
- We look after our finances and maximise value for money for residents.

Integrity

There is no gap between what we say and do.

- We choose what is right over what is easy.
- We trust and support each other to get the job done.
- We are responsible and accountable for our actions, both good and bad.

Open and honest

We are transparent in the actions and decisions we take.

- We provide a safe space to have truthful discussions in a positive way.
- We encourage constructive feedback without fear of judgement.