

Job capsule supplementary information	
Position	Service Manager – Housing Supply
Department/ location	Housing Options Service
Reports to	Head of Housing Options
Staffing responsibilities	4 Direct Reports 30+ Indirect Reports

Role purpose

The key purpose of the Service Manager - Housing Supply role is to provide leadership for the teams within the Housing Supply teams and oversee all aspects of the procurement, management and allocation of temporary accommodation and the voids and lettings service. This role is critical in securing delivery of the Councils policies and ambitions, including facilitating the regeneration of Council homes. The incumbent will ensure the service reflects the Barnet Homes corporate objectives, and delivers high quality customer focused services.

The post holder will be expected to seek innovative, flexible solutions to the management of temporary accommodation, with particular regard to the risk to the council from the cost of temporary accommodation. They will ensure the temporary accommodation portfolio, is managed to the highest standard, and remains fully compliant with housing statute, and health and safety legislation.

This role is expected to deliver the following outcomes:

- Deliver service targets for the following portfolios; procurement and management of temporary accommodation including; ETAN, ETAB, (nightly and block booked temporary accommodation) PSL (private sector leased accommodation), central administration, voids and lettings, allocations, and accommodation solution services.
- Reduce the numbers of households in temporary accommodation while continuing to provide excellent customer services, complying with legislation, reflecting best practice, and utilising the full range of temporary accommodation solutions available.
- Maximise the number of cases where the Councils homeless duty is discharged using, cross service co-operation and co-ordination, while maintaining excellent standards of service and customer care.
- To ensure that use of Bed and Breakfast type accommodation is kept to a minimum and is only used in emergencies.
- Develop capability and capacity within the teams to deliver enforcement activities, improving complaints handling and, management of anti-social behaviour in temporary accommodation.
- Develop capability and capacity within the teams to deliver improving complaints handling and acting as the escalation point on complex or contentious issues or complaints
- Maintaining excellent voids performance, across all tenures, focusing on delivering best value in voids expenditure for temporary accommodation, and minimising turn-around-times for all properties.
- Develop and lead a housing mobility service which supports tenants with a range of schemes to help them to both move to smaller accommodation and complete a mutual exchange.

- Effectively and efficiently deliver vacancies in support of the Councils regeneration programme, while offering excellent customer centred services to clients.
- Produce statistical data returns (H-CLIC and Rough Sleeper Initiative) for the Ministry of Housing, Communities and Local Government, accurately and on time.
- Apply a creative, innovative approach to the development of new initiatives that will be incorporated into Barnet Homes policies and procedures.
- Ensure that new legislation is implemented in full, and integrated into existing operational practices, through effective systematic change management.
- Provide regulatory statistical returns, management and performance data, and contextual information, to demonstrate achievement of service standards and inform operational and strategic decision making.

Continuous improvement is a key focus of the Service Manager – Housing Supply role, and the post holder will be responsible for ensuring the teams deliver excellent services and seek to exceed service standards and, and performance targets. The work of the Service Manager – Housing Supply is set in a dynamic environment of change, requiring the post holder to be proactive to resolve conflicting priorities and meet challenging deadlines.

The role will support the Head of Housing Options to deliver service objectives and meet performance targets and can expect to act as their deputy when required.

Main duties and responsibilities

- Responsibility for the delivery of the Housing Options priorities of: homelessness prevention, temporary accommodation reduction, property management of private sector leased (PSL) properties, private rental sector procurement (PRS), the central administrative function, voids and lettings, and allocation of all tenures of accommodation. This includes planning, coordination and management of managers and staff working across a wide range of different activities and priorities within the TA Service Team.
- To secure a continuous supply of high-quality TA at competitive rates in the social housing and private sector, through commissioning, partnership and negotiation.
- Stimulate supply of high quality affordable temporary accommodation and mitigate expenditure by adopting an agile response to managing change and reviewing operational practices.
- Provide expertise across a range of subject matters, and exercise creativity and innovation to influence, shape and make decisions that will have a major impact on Barnet Homes and/or London Borough of Barnet policies and activities, relating to temporary accommodation for homeless applicants.
- Monitoring, evaluating and reviewing core Barnet Homes policies, procedures and practices relating to a range of subjects (such as temporary accommodation and homelessness), making recommendations for change, and managing the implementation of these changes.
- Influence the shape and direction of Barnet Homes' private rental sector (PRS) procurement, including reviewing legal agreements to ensure best value for the Council, delivery of full compliance alongside high quality, affordable, provision.
- Responsible for the procurement and review of TA contracts with providers (including Housing Association Leases) ensuring high standards of probity in relation to contractual and partner relationships.
- Lead the Housing Options homelessness and temporary accommodation reduction strategy and work. This will be achieved through analysis, understanding the impact of change, and

making robust decisions that have a major impact on service provision, that are in line with Barnet Homes' business objectives, client care, and industry good practice.

- Develop innovative solutions and new models for meeting the ongoing challenges of homelessness need, and reducing the use of temporary accommodation (i.e. development and continuous improvement of accommodation initiatives to help meet housing demand).
- Build relationships with external agencies (for example Mental Health Services, Care Services, Probation Services and Hospital discharge coordinators) to help manage the demand for temporary accommodation reducing the proportion of applicants presenting for emergency appointments.
- Be responsible for financial planning of the Housing Supply Service, ensuring that budgets are set, monitored and managed. This includes responsibility for managing the budgets for temporary accommodation.
- Manage key relationships with a range of partners across the council, in the voluntary and registered landlord sector and in the private sector. This includes working effectively with partners including Registered Social Landlords, Emergency Accommodation, Providers, (Landlords and Agents) LBB, HB and others, to achieve joint outcomes for customers.
- Provide leadership and represent Barnet Homes' (acting as an effective ambassador) internally and externally in relation to all aspects of housing supply and temporary accommodation. This includes representing Barnet Homes at a wide range of forums including; sub-regional forum, meeting representatives from external organisations.
- Raise the profile of the service internally and externally, to publicise the achievements of the Housing Service and deliver publicity campaigns as required (including customer information schemes)
- Influence the work of others, supporting internal and external project teams relating to temporary accommodation reduction, providing professional and technical and strategic advice and information as required.
- Communicate changes in policy, strategies and working practices both internally and to partner organisations/stakeholders. This will take the form of strategic analysis and commentary, reports, and presentations to internal and external audiences.
- Provide expert advice, guidance and support on highly complex and sensitive issues, and proactively anticipate and mitigate problems. Exercise a high level of discretion and use of initiative in deciding what course of action to take, to resolve any complex and contentious matters that arise within the service that may require support, persuasion, advocacy, or negotiation, within the application of operational guidelines
- Lead on responses to all issues relating to the supply of temporary and permanent accommodation, including politically sensitive subjects such as the Allocation Policy, out of London placements, and the temporary accommodation budget.
- Scan the horizon for best practice, changes to policy and/or legislation, and other relevant information, ensuring this feeds into service improvement plans within Housing Options and at a corporate level.
- Monitor and report on performance against internal and external performance indicators. (e.g. PRS supply performance, Voids & Lettings performance, contract monitoring, TA initiatives, CPI, KPI, MPI, LOPI monitoring, IBAA analysis) highlighting risks and putting measures in place to address issues impacting on delivery.
- Develop use of software systems (principally QL and Jigsaw) to enhance management information, financial control, monitoring and reporting of all aspects of allocation of all tenures of accommodation and management of temporary accommodation.
- Monitor and analyse risk for any aspect of our allocations and temporary accommodation services, which may be controversial, politically, strategically, financially or otherwise of sensitive or highly complex.

- Ensure robust financial, legal and quality controls are in place across all the services managed. Maintain up to date effective policies and procedures, and ensure they are followed by all members of the Housing Supply Service teams.
- Review and revise procedures, systems and operational strategies to maintain efficiency, effectiveness and high standards of customer service.
- Recruit, manage and motivate a team of managers to oversee the teams delivering the Housing Supply Service. Undertake all personnel duties for direct reports including carrying out 121s and appraisals, alongside supervision that ensures they manage the Housing Supply Services team in line with the Barnet Groups' Values and Behaviours. This includes effective management of under-performance and, taking appropriate capability and/or disciplinary action where required.
- Demonstrate the Barnet Group's Values and Behaviours when managing motivating, developing and empowering the team and individuals to provide excellent standards of service, embracing best practice, innovation and, continuous improvement.
- Proactively respond and adapt to change, and effectively manage conflicting priorities and deadlines that may arise within the team.
- Take overall responsibility for health & safety and training of the staff in the Housing Supply Service team – managing and mitigating risks associated with the personal safety of staff.
- Ensure the service is compliant with legislation and best practice, and proactively working towards developing an awareness of safety within the workplace.
- Deputise as required for the Head of Housing Options.

General Obligations

Performance management

Ensure that performance targets are met and a culture of performance management, customer care, value for money and resident / service users' empowerment is embedded across the Group

Flexibility

Work with a degree of flexibility required to perform work not specifically referred to above although falling within the scope of the post at the appropriate grade.

Health and Safety

All employees have a legal duty to ensure the health and safety of people at work and members of the public in premises or sites controlled by The Barnet Group in accordance with safety legislation and The Barnet Group safety policy.

The Barnet Group's commitment

Deliver The Barnet Group's commitment to equality of opportunity both in the provision of services and as an employer. Promote equality in the workplace and in the services The Barnet Group delivers.

Promote and demonstrate commitment to a culture of safeguarding children, young people and vulnerable adults.



Person Specification

Job title: Service Manager Housing Supply

Education, Qualifications, Memberships

Essential:

- Degree level education or equivalent through relevant training/experience

Desirable:

A management or leadership qualification.

Experience

Essential:

- Extensive and successful work history in the social housing sector, demonstrating a thorough understanding and application of the entire housing needs process with a track record of success around Temporary Accommodation (TA).
- Experience of managing a multi-disciplinary team in a complex operational environment
- Experience in managing high value and/or complex contracts and ensuring that contract deliverables are achieved within agreed quality, budget and time expectations
- Experience in successfully delivering a complex change agenda in a highly regulated housing context.
- Experience of managing complex budgets and meeting challenging financial targets.
- Experience of representing and promoting your organisation to an external audience

Desirable:

- Experience of managing organisational change and performance management -including developing innovative ways of working which deliver against performance targets.

Skills and Knowledge

Essential:

- A specialist knowledge and understanding of a range of legislative frameworks and policies applicable to the Housing Options Sector, in particular a detailed technical knowledge about all aspects of Temporary Accommodation (including TA subsidy), the Homelessness Reduction Act, and property management.
- Advanced knowledge of current and future challenges facing social housing and public services in particular the changes in the regulatory framework for social housing.
- Advanced negotiating and interpersonal skills and the ability to manage key relationships with commercial partners.
- Excellent knowledge and understanding of the Tenancy Standards, allocations and lettings.
- Excellent analytical skills, along with a high level of creativity, in order to consider difficulties and challenges and find innovative and workable solutions. This includes monitoring and evaluating key policies and practices, making recommendations for change and managing the implementation of these recommendations.
- Advanced decision-making skills, with the ability to quickly understand the complexity, sensitivity and potential risks of any given situation, and utilise the information available to assess the possible consequences and impacts, before confidently making a sound commercial decision.

- Excellent communication skills with considerable experience in preparing complex reports, strategies, policies and procedures for a range of audiences – board, executive, council members, staff and stakeholders
- Excellent leadership skills, and the effective ability to motivate staff and teams to succeed and generate confidence under challenge
- Track record of management and leadership of a diverse and skilled workforce, including the application of effective disciplinary, performance, attendance and HR policies, managing risks to health and safety, and managing change.

Desirable:

- Demonstrable experience of leading a performance management culture focused on performance objectives and targets which encourages innovation and achieves continuous improvement
- Strong project management skills with a track record of project delivery and risk management

Values	Behaviour Indicators
• Show respect	• Treat other people as you wish to be treated yourself
• Find solutions	• Think outside the box, and be innovative
• Make a difference	• Go the extra mile to show your customers you really care
• Be person-centred	• Treat everyone you meet as an individual, and remember, one size does not fit all