

LONDON BOROUGH OF LEWISHAM

JOB DESCRIPTION

Designation:	Homelessness Prevention & Assessments Service Manager	Grade:	SMG1
Reports to (Designation):	Head of Housing Needs & Refugee Services	Grade:	SMG3
Directorate:	Housing	Department:	Housing Needs and Refugee Services

Main Purpose of the job:

To effectively lead, develop, organise and control the Homelessness prevention & Assessment service including, but not limited to;- Housing Advice & Early intervention, homelessness prevention, assessment, access to supported housing, rough sleeping, the Council's homelessness statutory reviews function and the delivery of housing options services.

To play a lead role in promoting a housing options approach and develop a range of effective solutions to meet housing need for all customers.

Motivate a large multi-disciplinary team with diverse skills, working with partners, to deliver high-quality outputs on time and under pressure. To lead on the operational delivery of the priorities set out in the Housing Strategy and the Homelessness and Rough Sleeping Strategy and proactively develop and lead on the services action plan to increase homelessness prevention outcomes.

Contribute effectively to writing and review of strategy, policy and procedures, including production of formal reports to Committees.

Manage external relationships, including leading on campaigns of public engagement on homelessness, to raise awareness amongst residents, responding to member and resident complaints in a sensitive and efficient manner;

Contribute to the development of strong working partnerships with statutory and Voluntary Sector partners, to improve outreach and enable better interventions with the hardest to help.

To plan the strategic direction for the services on the basis of analysis of service trends, emerging guidance and relevant targets to ensure strategic priorities are met.

To be a proactive and constructive member of the management team, covering the duties of other Managers in the section as required.

Summary of Responsibilities and Personal Duties:

MANAGEMENT ROLES & EXPECTATIONS

As a Lewisham Manager you will:

1. Ensure corporate and strategic modelling through demonstrating commitment to council values and translating the vision into strategic intent
 2. Ensure performance and quality improvement through leading and nurturing others to lead and manage innovative approaches to achieving results
 3. Ensure best use of resources through defining priorities and securing appropriate resources to achieve the Council's objectives
 4. Ensure services contribute to the corporate whole through interpreting external needs and trends and creating synergies to achieve corporate goals
 5. Support the head of service in planning and management of services, ensuring community and customer needs are identified and met.
 6. Ensure the delivery of identified service objectives and continuous improvement of service targets.
 7. Achieve the results through the effective management and development of people.
 8. Ensure the effective deployment of financial resources and compliance with statutory professional and organisational frameworks.
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Summary of Responsibilities and Personal Duties

1. Lead the Council's Homelessness Prevention and Assessments service within a performance, risk management and value for money framework. These include:-
 - The housing needs pathway through triage & signposting
 - Comprehensive housing options service
 - Homelessness prevention and assessment
 - Externally funded programmes
 - Support services for singles and rough sleepers
 - Statutory homelessness reviews
2. Lead, direct, and be accountable for the performance of all staff within the Homelessness Prevention and Assessments ensuring robust arrangements are in place and are followed to recruit, induct, manage, appraise and develop staff in order to maximise the effectiveness, efficiency and customer focus of Housing Refugee Services.
3. Responsible for delivering a prevention focused service, assisting people to achieve and maintain independence, making statutory homelessness decisions as required.
4. Ensure Corporate strategies such as the Homelessness Strategy are effectively implemented within area of responsibility
5. Provides specialist advice to all areas of the Homelessness Prevention and Housing Options Services through analysis and dissemination of expert legal learning from Statutory reviews of Part VII Housing Act 1996 (as amended) and Part VI reviews arising from the Council's Housing Allocation policy.
6. To ensure that all Members Enquiries and complaints are dealt with in agreed timescales and in a resolution focused manner, avoiding escalation wherever possible and implement any learning

across the service to improve quality and introduce any additional control measures to increase performance.

7. To use customer insights, feedback, customer experience and satisfaction information to enhance and promote services effectively and ensure that customers are engaged and informed about the team's services.

8. To act as the operational lead for Housing in corporate projects and boards relating to all violence reduction and safeguarding matters.

9. Lead on service initiatives as delegated by the Head of Housing Needs, using appropriate project management techniques, handling budgets and risks within the agreed limits;

- A comprehensive service to prevent homelessness
- An effective homelessness assessment service
- An effective advice service for private sector tenants
- An effective assessment and referral service for the supported housing pathway

10. To be responsible for the delivery of both simple and complex projects that address both business risks and priorities, reporting back to the monthly Housing Needs Management meeting.

11. To ensure that a clear performance and management framework is in place for all the staff and services and to evaluate and report accurately on performance against all targets.

12. To lead and strengthen internal and external partnerships and develop new initiatives, services and policies and develop best practice.

13. To lead on year on year improvements in customer satisfaction across the Homelessness Prevention and Housing Options Service

14. Actively contribute to the overall management of the housing needs business and build effective team working and a performance culture.

15. To manage all human and financial resources effectively, tackling poor performance swiftly and effectively

16. To prepare and present reports to relevant forums and scrutiny groups.

17. To manage up to 50 staff

18. Provide professional support to staff, developing excellence and tackling poor performance head on.

19. Promote and encourage service innovation and service improvement.

20. Develop comprehensive performance and business management systems to monitor the performance of the service and provide information to a range of audiences as required.

21. To keep abreast of all housing legislation and local and national policy and practice relating to the prevention of homelessness, supported housing, rough sleeping, the housing register and housing options, reporting on trends and developments and making recommendations for change to policy and/or practice.

22. Keep up-to-date and ensure that the service group complies with health and safety legislation, and be responsible for data protection health and safety in respect of the day-to-day operation.

23. Undertake recruitment, training, development and appraisal of staff in accordance with the Council's Human Resource Strategy.
24. To manage budgets and resources, within delegated authority, in accordance with statutory and audit requirements, standing orders and financial regulations.
25. To assist in the development and implementation of the Service Plan.
26. To ensure that the highest levels of service delivery and customer care are achieved and maintained.
27. Provide a professional response to legal challenges, including supplying witness statements and attending court, as required.
28. Respond to correspondence and inquiries from Elected Members, MP's and other agencies, on more contentious or complex matters.
29. To develop a robust managers on call rota which provides advice to staff taking homeless enquiries out of hours and participate as and when required.
30. To keep in regular contact with the Service Improvement and Change Manager to ensure the service is equipped to meet the demand of any changes due and to identify issues and improvements surrounding ICT and system management and to highlight areas of development.
31. To ensure the continuous development of supported housing and outreach services in collaboration with a wide range of voluntary sector providers, service users, communities and statutory partners.
32. To represent the service positively and professionally at all levels, and delivering excellent, person-centred customer services using feedback to effect improvements.
33. To meet all performance targets set, collate and prepare regular performance information to illustrate outputs are attained and actions taken.
34. To demonstrate the Council's values and behaviours and ensure you treat colleagues, managers, residents, stakeholders and partners in a respectful manner.

Internal Contacts: These include Elected Members, the Housing Benefit Service, Council Tax Service, Social Care, Education Department and Crime Reduction Service.

External Contacts: This will include the DWP, MHCLG, CAB, Health Services, Landlord, Registered providers and all voluntary agencies associated with homelessness and welfare or financial advice.

To carry out the duties of the post with due regard to the Council's relevant policies, codes and procedures.

To carry out duties with due regard to the Council's values and behaviours

All employees are required to participate in the Performance Evaluation Scheme (PES) and to undertake appropriate training and development identified to enhance their work.

Undertake other duties, commensurate with the grade, as may reasonably be required.

Consideration will be given to restructuring the duties of this post for a disabled postholder.

THIS JOB DESCRIPTION MAY NEED TO BE AMENDED BY THE DIRECTORATE TO MEET
THE CHANGING NEEDS OF THE SERVICE.

Number of fully managed staff:

Title:	Grade	No of posts
Housing Advice And Early Intervention Team Leader	PO3	1
Homelessness Prevention and Assessment Team Leader	PO3	3
Rough Sleeper Lead	PO3	1
Housing Reviews and Casework Team Leader	PO4	1

Number of partially managed staff: Up to 50

PERSON SPECIFICATION

Job Title: Homelessness Prevention and Assessments Service Manager

Grade: SMG1

Department: Housing

Note to Candidates

The Person Specification is a picture of the skills, knowledge and experience needed to carry out the job. It has been used to draw up the advert and will also be used in the shortlisting and interview process for this post.

Those categories marked 'S' will be used especially for the purpose of shortlisting.

Please ensure that Equality and Diversity issues are addressed specifically in relation to the role for which you are applying when addressing the requirements of this person specification where appropriate.

If you are a disabled person and are unable to meet some of the job requirements specifically because of your disability, please address this in your application. If you meet all the other criteria you will be shortlisted and we will explore jointly with you if there are ways in which the job can be changed to enable you to meet the requirements.

Equality & Diversity	
A good understanding and experience of implementing equality and diversity principles and the application of them in a work environment.	S
Be able to recruit and manage employees and services in a way that values diversity and contributes to achieving the Council's equalities, diversity and inclusion objectives.	
Knowledge	
Extensive and comprehensive knowledge and understanding of the national policy context affecting Housing Needs and Social Housing requirement and future direction of relevant service areas and able to demonstrate successful operation delivery in a Housing Service.	S
Understanding of the political landscape including working with Members and Trade Unions	
Excellent Knowledge of relevant social care and welfare legislation and the inter dependency with housing responsibilities	
Advanced knowledge and experience of using Microsoft packages, including Word, Excel	

and PowerPoint packages.	
Extensive knowledge of the legal framework for homelessness and housing services and best practice for families and single households	S
Excellent knowledge of interrelationship of all sections of housing need, social, national and local housing policies.	
Excellent knowledge of the Housing Act 1996 and all related legislation including Supporting People Framework.	
Abilities and skills	
Ability to act at senior management level to be involved in driving forward the direction and objectives of the Division in line with Council priorities	S
Able to present wide ranging issues to a range of groups including staff, external partners, stakeholders and elected Members to achieve the required outcome.	
Influential and persuasive communicator with a high level of written and verbal communication skills.	S
Able to establish effective and productive working relationships and to communicate with senior managers, colleagues and a broad range of stakeholders.	
Ability to anticipate and identify the need for new policies and systems, and to develop and implement them	
Ability to coach and mentor other members of the team in professional project management techniques.	
Ability to analyse information, situations and issues and produce effective and pragmatic solutions.	S
Ability to write complex correspondence briefing document and reports	
Authority and credibility to work effectively in a political environment and establish positive relationships with Members	
Experience	
Substantial experience in homelessness law and practice	S
Proven track record of reducing spend on legal challenges as a result of implementing robust and effective control measures.	
Proven track record of successfully implanting the Homelessness Reduction Act 2017	
Strong track record of leading, managing and developing high performing teams in a demanding frontline service, in a customer focused approach	S
Experience in planning, managing and controlling complex workloads.	
Significant experience of implementing and delivering service improvement and organisational and cultural change	S
Experience of involving service users in the development of services.	
Proven track record of improvements in customer satisfaction across a frontline Housing Service	
Senior management experience, including translating organisational drivers into Service objectives, longer term plans, new ways of working and specific outcomes, for a portfolio of services in a large public sector organisation (preferably local government)	S
Experience of initiating, developing and managing successful projects and programmes in a frontline homelessness service.	
Proven track record of accountability for significant budgets and ensuring delivery of services within agreed resources including control, implementation and monitoring compliance.	
Proven experience of designing and implementing robust and efficient business processes that have delivered tangibly improved services and dramatically improved efficiency.	
Proven experience and a record of achievement in reviewing performance and service levels, using performance management techniques to drive service delivery and improvements, implementing robust plans to ensure excellent service delivery is maintained, responded to, and escalating quality assurance concerns.	S

General Education	
Degree or equivalent experience	S
Evidence of relevant continuing professional development	
Personal Qualities	
Personal authority and stature to lead by example and achieve successful outcomes	
A strong and highly motivated team player with energy and credibility with evidence of driving forward a project and commanding confidence.	
Not easily discouraged	
Highly developed political management skills	
Personal credibility and respect to support and encourage effective joint working with partners, understanding multiple perspectives, to co-develop solutions	
Passionate about the role of housing in shaping people's life chances	
Willingness to act corporately and collaboratively	
Demonstrate a flexible and innovative approach to problem solving	
Be flexible in working across the wider Housing Needs Service as required	
Circumstances	
Required to deliver the housing needs service at different locations and Council offices	
Required to work outside of normal office hours in times of high customer demand including evening and weekend working and participate in the Out of Hours homelessness duty rota	
Physical	
Generally candidates must meet the standard Lewisham requirements for the post	

DBS Disclosure Required **Basic** **Standard** **Enhanced**

(Tick as appropriate – guidance available from your HR Advisor, if a DBS is not required please leave boxes blank)