



Role Title	Quality Assurance & Service Insight Team Manager (Housing Options)
Job Family	Place Directorate
Competency Level	Principal Officer/Manager
Pay Scale	PO7
Purpose	
<p>To manage, develop, organise the provision of the Housing Options & Support Quality Assurance & Service Insight Team.</p> <p>To oversee management of the Quality Assurance Team dealing with all complaints, Ombudsman cases, member and MP enquiries, FOI requests and Subject Access Requests.</p> <p>To provide a comprehensive, positive and effective complaint handling and resolution service in relation to stage 1 and 2 complaints, and Ombudsman cases about the council's Housing Options and Support service, in line with agreed procedures, standards and timescales, providing a high quality and detailed response to the complainant.</p> <p>As a member of the Housing Extended Leadership Team, the post holder will contribute to the successful deliver of the Council's corporate objectives, the objectives of the Housing, Homelessness & Rough Sleeping Strategies and the Housing Service Pan.</p>	
Generic Accountabilities	End Results/Outcomes
<p>Plan and ensure service delivery within a diverse environment.</p> <p>Control activities within the service area and ensure professional standards are delivered.</p>	<p>The service is delivered to the quality, Council, professional and legislative standards required.</p> <p>Integrated service development and delivery is informed by client, partner and stakeholder views, latest thinking, good practice and legislative requirements.</p> <p>Corporate strategies are effectively implemented within area of responsibility.</p> <p>Service delivers excellent customer service.</p>
<p>Advise Senior Managers, Members and others on issues relevant to the service area.</p> <p>Provide professional challenge and advice to colleagues, managers and partner organisations.</p>	<p>Expert professional advice, interpretation, information, support and challenge are provided to Waltham Forest and external parties on the full range of operational, legislative and strategic issues within the field of expertise.</p> <p>Responses to major corporate or partner initiatives / complex operational issues are managed effectively.</p> <p>Major issues are managed through to a satisfactory conclusion with final decisions being made by Head of Service/Senior Management.</p> <p>Feedback and complaints procedures are developed and managed. Complaints are effectively resolved.</p>

Ensure the development and delivery of continuous improvements in all aspects of the service.	Improvements are developed and delivered effectively. Stakeholder requirements are met.
Lead, motivate and develop staff to create and maintain a highly competent and participative workforce.	Instrumental in ensuring a workforce development strategy is designed and delivered, including induction of new staff. The team is highly competent, effective, motivated and outcomes focussed. Recruitment, induction, development, performance reviews, employee relations and all HR processes and planning is completed to the required standards and timescales. Effective team meetings take place to required timescales. Regular supervision is undertaken and clear objectives set and monitored through the Council's Appraisal process.
Identify, secure, deploy and manage the resources necessary for the professional service area to meet/exceed its objectives.	Resources including, equipment, people, and systems are utilised optimally and efficiently. Budgets are planned, developed and delivered. Value for money is maximised. Financial expenditure and financial integrity are controlled to assure regulatory and Council policy compliance.
Prepare and present a full range of reports (both standard and non-standard) covering area of responsibility.	Reports are prepared, distributed / presented to the appropriate committee/ to the required standards and timescales. Evidence based recommendations are made.
Ensure the successful implementation of health and safety legislation, policies and practices.	Risks to staff and others are assessed and managed. Suitable health and safety instruction and training are provided. There is a safe working environment.
Act in accordance with all policies and procedures which apply to the job and understand the reasons for this.	All policies and procedures are complied with.
Job-specific Accountabilities	End Results/Outcomes
Provide expert guidance, training and support to the Quality Assurance Team in the	High performing teams are developed, service meets its deadlines and targets.



delivery of the team's objectives around management of and responses to stage 1 and 2 complaints, Ombudsman cases, MP and Member Enquires, Freedom of Information Requests, Subject Access Requests and any other activities around Quality Assurance and Service Insight	
To lead on the development and implementation of any team plans for the Quality Assurance & Service Insight Team	To improve performance across the team.
Audit and identify performance management information requirements and ensure systems are in place to facilitate the collection of data.	To be able to identify areas for improvement across the Housing Options & Support Service
Competently manage of staff in the Quality Assurance Team.	Recruitment needs are met. Staff are motivated and able to develop in the service area. Effective operational management.
To analyse data from systems across the Housing Options & Support Service which are used to guide service and team performance.	To improve performance across the service with a focus on preventing homelessness and reducing the need for temporary accommodation.
To prepare reports for the Director of Housing Options & Support, Assistant Directors and Heads of Service detailing the findings of investigations and analysis into service delivery, and make appropriate recommendations for service improvement.	To be use the learning from our own data and intelligence for continuous improvement.
Represent the council at external meetings including regional and sub-regional groups and forums.	To ensure that learning from other organisations is used where possible. To ensure that any cross boundary partnerships/working arrangements are maximised and maintained. To identify areas off good practice that leads to service improvement.
To investigate and respond to Stage 2 Housing Options and Support complaints and resolve	Complaints are resolved within timescales. Stage 2 complaints are managed in accordance with



them within the required timescale.	policies, procedures and the Local Government & Social Care Ombudsman's (LGSCO) Complaint Handling Code (when adopted).
To liaise with complainants to define the subject and scope of complaints and expected resolution.	Residents feel listened to. Decisions take into consideration residents' wishes.
To carry out all investigations with an open mind and ensure that all issues raised by the complainant are addressed clearly and fully in the response, with reference to any relevant policies, legislation and good practice where appropriate.	Compliance with the LGSCO's Complaint Handling Code (when adopted). Resident is clear on the outcome of their complaint and all raised issues are fully addressed. Cases resolved at the earliest opportunity, avoiding unnecessary escalation to the LGSCO.
To hold colleagues to account to ensure that complaints are responded to and resolved in a timely way and with the resident's needs fully addressed.	Good quality evidence is obtained to include in complaint responses, within the required timescales. SLA requirements are monitored and complied with. Actions committed to within our responses to complaints are completed.
To keep the complainant updated on progress with their complaint, clearly communicating the timescale for response and agreeing any extensions to timescales, in accordance with the LGSCO's Complaint Handling Code (when adopted).	Residents are kept fully informed about timescales and progress. Compliance with the LGSCO's Complaint Handling Code (when adopted).
To assess and apply appropriate remedies, including compensation awards, applying the Council's policies and guidance, giving consideration to information published on remedies by the LGSCO.	Where possible, resident is put back in the position they would have been in had any service failure not occurred. Each individual case is considered on its own merits and discretion applied as appropriate. Cases resolved at the earliest opportunity, avoiding unnecessary escalation to the LGSCO.
To ensure that appropriate assistance is provided to customers who are vulnerable and who may have specific needs.	Vulnerable residents are appropriately supported. Any required reasonable adjustments are made when delivering the service.
To lead liaison with the LGSCO in relation to complaints about the Housing Options and Support service, fostering collaborative relationships, responding to information	Compliance with the LGSCO's Complaint Handling Code (when adopted). Resolutions are effectively implemented.



requests and orders within the required timescales.	
Organise and maintain records and documents using the appropriate council process / system.	<p>Received documents, correspondence etc. are recorded, distributed and processed correctly.</p> <p>All materials / activities are delivered to the required standards and timescales.</p>
Database maintenance – access and update relevant databases and generate reports for management information.	<p>Reports are accurate, complete and meaningful.</p> <p>Changes to systems, are identified and recommended.</p> <p>Systems meet operational requirements.</p>
To report on any areas of significant or persistent service failure identified through complaint investigations and analysis, recommending actions to deliver improvement, and monitor progress.	<p>Learning from complaints is embedded into service improvement projects and initiatives.</p> <p>Improved services for residents.</p>
To undertake any other duties of a similar level and responsibility as may be required from time to time.	
Nature of Contacts	
<p>Frequent contact with Heads of Service, Directors and senior representatives from external organisations, providing expert advice, guidance and support on complex issues.</p> <p>Manage relationships with key stakeholders and delivery partners including negotiation of complex political issues.</p> <p>High levels of tact, sensitivity and diplomacy is required. Will involve regular direct contact with residents, including dealing with challenging situations.</p>	
Procedural Context	
<p>Work within a policy framework and regulatory guidelines, applying knowledge of systems, procedures and best practice. Work to broad managerial direction, within a policy framework and regulatory guidelines, to ensure performance standards are met within a framework of policy and legislation.</p> <p>Accountable for the performance of the service area against agreed objectives.</p> <p>Manage complex issues within a framework of policy and procedures. Creative and innovative problem solving of complex issues, often in situations where there is ambiguity and a significant degree of judgement is required in relation to risks outside the remit of existing policy. Think and act strategically in decision making in a complex professional and political environment.</p> <p>Occasionally the post will be expected to work from other locations.</p>	



Key Facts and Figures

Resourcing

Budget Responsibilities: Authority to award compensation up to a maximum of £500 per case.

Supervisory Responsibilities: 2 x Quality Assurance Officers

Reports to: Head of Quality Assurance, Service Insight & Development

Knowledge, Skills and Experience

- Excellent investigative skills and ability to research various issues across a range of different subjects in relation to complaint investigations.
- Experience of undertaking high quality complaint investigations within a local authority, other public sector organisations, regulatory body or similar.
- Experience of liaising with and responding to the requirements of a regulatory body, for example, the Local Government & Social Care Ombudsman, the Housing Ombudsman Service, Ofsted, the Care Quality Commission or similar.
- Ability to use housing, legal and regulatory knowledge to resolve issues.
- Exceptional communication and interpersonal skills to build rapport with residents, regulators and internal stakeholders.
- Excellent written communication skills with ability to write formal complaint responses about complex issues in plain English.
- Experience of influencing, persuading and negotiating to achieve positive outcomes.
- Strong stakeholder engagement and collaboration skills with the ability to influence others to ensure that service standards are met or exceeded.
- Ability to deal sensitively with complex and contentious matters
- Excellent time management skills to manage a complex caseload, prioritise, set deadlines and cope with conflicting and changing demands.
- Ability to work both autonomously and collaboratively with a wide range of stakeholders.
- Ability to make evidence based decisions in a fast paced environment.
- The ability to work as a part of a team and to demonstrate why this is important.
- Excellent analytical and report writing skills, with the ability to produce concise, accurate and informative written material for a variety of audiences.



- Experienced in the use of Microsoft Office applications and case management systems.
- A good understanding of local authorities' responsibilities for delivering housing options and homelessness services as set out in the Housing Act 1996, Part 7 and the Homelessness Reduction Act 2017.
- Experience of working in a local authority with an understanding of a local authority's responsibility to elected members (desirable).

Indicative qualifications

Educated to degree level or equivalent standard

Evidence of continuous professional development

We offer a wide range of training and development opportunities to support officers in their roles. In some roles this will include the opportunity to progress with Institute of Leadership and Management (ILM) qualifications.

We will provide tools and support to enhance skills, knowledge and capacity to help develop our workforce and attract new talent to the sector.

The above profile is intended to describe the general nature and level of work performed by employees in this role. It is not intended to be a detailed list of all duties and responsibilities that may be required. This role profile will be supplemented and further defined by annual objectives, which will be developed in conjunction with the post holder. It will be subject to regular review and the Council reserves the right to amend or add to the accountabilities listed.