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| DBS Disclosure Required: | Yes |  | No |  | Standard |  | Enhanced |  | Enhanced + |  |

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| **Purpose:** | |
| Accountable for the performance management of a team of Debt Recovery Officers to maximise income collection in line with the defined quality expectations and agreed KPIs. Representing and championing the Trust and its values whilst contributing to the financial strength and customer experience. | |
| **Key Responsibilities / Deliverables:** | |
| 1. Management of a team of Debt Recovery Officers to deliver service in line with agreed service level targets 2. Effective resolution of high level arrears and tenancy issue related cases and any escalated complaints in a timely manner 3. Develop team’s competency by training, mentoring and coaching Income Officers 4. Publish high quality, concise, informative and analytical written reports on their team’s performance 5. To account for the cash collection results of the team 6. To review and identify trends and areas for improvement 7. To be considered as a Tallyman Super User, ensuring consistency in use and to support incremental improvements of the solution. | |
| **Main Accountabilities:** | **Time(%)** |
| Leadership, Management and customer service   * Creates and maintains a customer and performance focused culture within the team balancing the desired high levels of customer satisfaction to the meeting of performance targets using data from staff feedback and customer satisfaction surveys * Clear understanding of the overall team’s and each Debt Recovery Officer’s development plan, reviewing and challenging their progress, providing rationale where individual targets are below the generic departmental productivity goals; and making appropriate, relevant changes every month; | 20% |
| Strategy and achieving objectives   * Ensure each Income Officer continues to adhere to departmental policy and process with regular quality monitoring * Assist in the identification of improvements and subsequent changes to the overall end-to-end solution (system, process, people) specifically on aspects affecting their team’s overall performance. * Providing statistical information to help drive improvements to collection rates/strategies to the Income Manager eg Campaigns for Dialler. | 35% |
| Working with others – internal   * Represents the face of Income Management to other internal stakeholders creating effective relationships, particularly through regular meetings with Neighbourhoods to discuss resolution of high level arrears and tenancy issue related cases * Provide expertise, specialist guidance and consultation to colleagues across the department to supporting staff to respond to problematic and complex cases | 10% |
| Working with others – external   * Represent the face of Income Management to residents, agencies and courts | 5% |
| Budgetary responsibility   * Authorisation up to £9,999 | 0% |
| Compliance   * Authorise court referrals and evictions that meet the necessary legal, regulatory and policy requirements within the expected turnaround times. * Continual measuring & management of staff performance against corporate targets and service standards in order to ensure compliance with policy and procedure and to improve performance | 15% |
| Records and Systems   * Maintain accurate record of all quality monitoring activity and other staff performance data * Acquire an high level of knowledge in Tallyman to support the team * Take ownership for the timely production and analysis of monthly performance figures and statistical returns, ensuring the provision of accurate information to Senior Management | 10% |
| Operational Risk   * Identify and qualify any operational risk related to the operations of the Income Management function * Assist in the development of departmental policies, procedures and working practices to minimise operational risks and to maximise income collection. * Track the specific action plans and progress of all high level arrears and tenancy issue related cases under their ownership to reduce the impact of that debt | 5% |

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| **Financial Responsibility:** | | | | | |
| * On average a revenue team will be expected to manage around 15-17000 accounts per month , handling between £4-4.5M of arrears, managing between 35-37000 transactions worth £10M per month | | | | | |
| **People Responsibility:** *The number (average or range) of employees that the role has supervisory / management responsibility for.* | | | | | |
|  | | | Direct Reports | Indirect Reports | |
| Total Employees | | | 8-12 | 0 | |
| *Please list below any outsourced service providers that are managed by the role (e.g. payroll), or any functional / project management responsibilities that means having work management responsibility over people (internal/external).* | | | | | |
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| **Technical Knowledge/Skills:** *Those required to successfully perform the job role (max 12); including a requirement for academic, vocational or professional qualifications* | | | | |
| * Managing staff performance within a fast paced customer service environment (preferably within a credit control function) | * Ability to make effective judgements based on facts demonstrated through assessment of analysis and risk | | |
| * Advanced user level in the use of Tallyman | * Ability to set own and team’s priorities in order to achieve set deadlines & targets. | | |
| * Effective communicator in challenging situations (court appearance, vulnerable residents, potential eviction cases, staffing issues, reporting team performance) | * Strong understanding in rent collection processes and techniques | | |
| * Handling conflict with customers | * Strong understanding of court and possession protocols | | |
| * Team leadership skills which inspire and energise others in the vision for the department | * Strong understanding of Housing Law and Welfare Reform | | |
| * Problem solving skills | * Negotiating / influencing others | | |
| **L&Q Values:**  *Our guiding principles that describe how we deliver our mission and vision through our behaviours and actions.* | | | | |
| **People** :We care about the happiness and wellbeing of our customers and employees | | | | |
| **Passion:** We approach everything with energy, drive, determination and enthusiasm | | | | |
| **Inclusion:** We draw strength from our differences and work collaboratively | | | | |
| **Responsibility**: We own problems and deliver effective, lasting solutions | | | | |
| **Impact:**  We measure what we do by the difference we make | | | | |
| **Standard responsibilities expected of each employee:** | | | | |
| * Commit to supporting London & Quadrant’s environmental policy and social mission * Comply with all London & Quadrant’s Health and Safety policies and procedures and commit to working towards best practice in the control of health and safety risks * To promote London & Quadrant’s core values and ethos, modelling the associated desired behaviours * To foster constructive and collaborative working relationships with colleagues inside and out of the department. * To participate in any continuous improvement of service delivery * To respect the need for confidentiality when processing personal/customer in line with the General Data Protection Regulations * Other such duties as may be required from time to time. * PEOPLE MANAGERS ONLY: carry out expected line management of staff (absence, probation, disciplinary, grievance, capability, performance objective setting, appraisal review, recruitment) in line with L&Q policy and procedures. | | | | |