



# HILLINGDON

LONDON

## Job Profile

---

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

### **ROLE PURPOSE:**

This role will be accountable for leading and managing a team of caseworkers for homeless families or single homeless people.

The main purpose of the role will be to provide the leadership to the Casework Team's.

The Casework Manager will ensure that the team:

- Prevent and relieve homelessness, to reduce new temporary accommodation placements.
- Support households or the main duty to move on.
- Increase access to alternative housing options
- Contribute to the management of the Homelessness Grant's.

Oversee and ensure the delivery of high-quality information, advice, and main duty casework services to meet the authority's statutory homelessness obligations. This

includes fulfilling prevention and relief duties, as well as conducting homelessness assessments and investigations; make timely referrals to other local authorities and support agencies; maintaining high standards of case management; and issuing well-informed homelessness decisions in line with statutory deadlines.

## 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 to and lead as required to the delivery of the five commitments to residents from the Council Strategy.
- Accountable for the provision of an efficient, effective and resident focused service to customers.
- 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 Casework Team in line with the Council's HR policies.
- Lead, inspire, and develop the Casework Team 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 Casework 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.
- Manage and develop the Casework Team by conducting regular supervisions, regular appraisals, setting targets, monitoring progress, auditing casework, and assessing training needs to achieve and maintain high performance standards.
- 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 and manage staff to ensure high performance and efficient operational delivery. Focus on developing and enhancing staff capabilities.
- Provide advice and guidance to staff in relation to core areas of complex casework.
- Regularly monitor and review staff and team performance, collaborating with them to enhance efficiency, innovation, and overall performance in alignment with council vision and council strategy.
- To ensure officers are rigorous in the recording of data on IT systems to ensure accurate statistical data is reported and maintained.
- 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**

- Manage a front-line customer-centric service while ensuring optimal resource utilisation to prevent homelessness wherever possible through joint working, mediation, and referrals to other agencies, etc.
- Manage and oversee the strategic execution of homelessness case assessments, ensuring compliance with all relevant legal frameworks and statutory obligations. Drive a proactive approach in determining housing duties, guiding the team through complex investigations and decision-making processes. Provide expert supervision on intricate cases, ensuring consistency, fairness, and adherence to best practices. Monitor performance metrics and case resolutions to enhance service effectiveness while shaping policies that strengthen the Council's housing and homelessness response.
- Work collaboratively with the Head of Casework to design and implement an annual work plan for the section, ensuring alignment with organisational goals. Take full ownership of its execution, driving performance excellence, meeting key targets, and proactively identify and mitigate risks to enhance service effectiveness and sustainability.

- Develop holistic, personalised services for residents who fall outside specified pathways. This involves collaborating with partner agencies to ensure residents needs are fully addressed.
- Ensure thorough assessment and management of homelessness applications in line with legislation, guidance, policies, and procedures. Oversee effective work allocation and regularly review legal challenges to decisions by evaluating performance, risk, cost, and the need for operational policy adjustments.
- Ensure Caseworkers assess applicants under the prevention and relief duties, and issue S.184 final decision letters in accordance with legal requirements. Ensure clear communication and effective management of resident expectations throughout the process.
- Ensure Caseworkers, in collaboration with the resident, complete a Personalised Housing Plan, outlining all reasonable steps to be undertaken by both the Council and the individual to prevent or alleviate homelessness. This plan must be produced promptly and continuously reviewed throughout the duration of the Prevention and/or Relief Duty.
- Ensure Caseworkers liaise with Housing Benefit on Discretionary Housing Payment's (DHP) and that essential actions are incorporated as reasonable steps within Personalised Housing Plan.
- Ensure households owed the main duty are supported to move on from TA.
- Collaborate with partner agencies to provide additional support to residents. Keep agencies well-informed about the services offered by the Housing Needs and Homelessness Team and update them on any service developments to maintain an effective partnership.
- Develop and deliver tailored training programmes for staff and stakeholders, aligned with the evolving needs of the service. Offer expert guidance on homelessness and lead advice sessions to support informed decision-making.
- To carry out regular casework supervision to include when a homeless application should be taken, maintenance of casework standards, appropriate recommendations / decisions, and provision of temporary accommodation. To authorise temporary accommodation placements.
- To assess and reach decisions on complex cases or as directed by the Head of Casework. To discuss supported and settled accommodation needs so officers work to develop housing opportunities in a unified way to best meet needs.
- To represent the Council at case conferences as requested. To prepare information related to cases as necessary liaising with Legal Services. To attend external meetings such as MARAC, and MAPPA.

- Collate and maintain management reports and statistics for the service area, participating in the development of electronic data records management. Ensure the completion of homelessness returns, statutory returns, and internal management information. Complete and send off returns within target times, notifying the Head of Casework of any operational concerns or trends.
- Work with Legal Team to handle Judicial Reviews to minimise reputational and financial risks to the Council.
- To ensure that the support needs of vulnerable households are identified during the casework process and that the necessary referrals for support services are put in place to meet those needs.
- Provide accurate and timely performance information and analysis regarding the service team's performance and other service aspects to the Head of Casework and other senior managers as needed.
- Support the service in embedding a culture of homelessness prevention, effective case management, and continuous improvement, focused on responding to the evolving needs of residents and legislation.
- Ensure effective management of Complaints, Freedom of Information Requests and Members Enquiries within the service. Provide quality advice and information to senior managers, and Members as needed. Take part and lead on Ombudsman investigations as required.
- Utilise strong influencing skills to establish and build effective relationships with statutory and voluntary agencies, commissioners, and providers, ensuring the implementation of appropriate prevention tools and support to successfully eradicate or reduce the risks of homelessness. Also to secure the necessary support to implement new practices and services.
- Lead on the formulation and preparation of guidance manuals, reports, and strategies, including their review as relevant to the service area. Participate in consultation processes with stakeholders.
- Lead the implementation and optimisation of IT systems within the team, ensuring seamless functionality and maximum efficiency. Provide hands-on support to colleagues, troubleshooting issues, and facilitating system adoption to enhance operational workflows. Liaise with the Digital Team to refine technological solutions, ensuring alignment with business needs and improving resident interactions through digital innovation.
- Utilise management systems to proactively oversee team caseloads, including tools for tracking casework progress and ensuring full compliance with the duties outlined in the Homelessness Reduction Act.
- Be responsible for building effective working relationships with Adult Social Care and Health, Children's Services, other Council services and external housing and support partners to deliver a seamless service, where

appropriate. Have an in depth understanding of the various social care legislative requirements as they affect housing.

- 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 that there is effective monitoring of the Casework Team functions to evidence year-on-year improvements in quality and range of services and action plans to remedy under-performance as set out in the Service Plan.
- 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 identify and suggest any improvements to current ways of working in own service area, and across the directorate in order 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.
- Contribute to the management and delivery of the Homelessness Grant's and ensure these are delivered on time and on budget.
- To ensure all purchasing and procurement is conducted in line with the corporate guidelines with appropriate use of the Council's financial systems.

- To ensure that all workforce expenditure is compliant with corporate guidance and that any temporary resource is purchased through the Council's agency contracts.
- Work closely with the Head of Casework to financially model new schemes and initiatives.
- Maximise the contributions from early intervention and tailored support to demonstrate cost avoidance.
- 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.
- Recognise the potential for transferring costs and liabilities onto other services and respond by adapting and tailoring support to contain pressures.
- Develop operational plans to optimise resource allocation within team, commission services and initiatives that secure the best outcomes for residents and ensure alignment with the Council's procurement, commissioning and contract management frameworks.
- With the Head of Casework 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.
- 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 Casework Team. Use this information to monitor performance, forecast future service needs, and implement agreed improvements.
- 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.

- Engage in local, regional, and national initiatives to address homelessness and related challenges, actively participating in key groups and forums.
- Champion service improvement and stronger relationships with residents, assessing service delivery from the resident's perspective and identify enhancements, particularly focused on reducing expenditure on temporary accommodation.
- 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.

## **7. Contacts**

- Primary contact will be with other officers within the Council, and service users / residents and their representative bodies.
- External contact will be with other Local Authorities, Registered Social Landlords, Health, Third Sector Organisations, Probation, Home Office, Refugee Organisations and other housing providers.
- 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 Homes and Accommodation 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.
- Deputise for the Head of Casework as required.
- Contribute to and lead 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

### Casework Manager

This person specification will be used for recruitment to this vacancy of **Casework 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 relevant or able to demonstrate significant comparable experience.	□	
Hold an appropriate management commensurate with the role or be working towards / willing to obtain a management qualification. Or relevant equivalent management experience.	□	
Evidence of continuing professional development.	□	
2. STATUTORY or ROLE SPECIFIC REQUIREMENTS	ESSENTIAL □	DESIRABLE □
Able and willing to work outside normal hours, including attendance at evening and weekend meetings and events as required. Also visit clients Borough-wide, outside the Borough, if required and working flexibly from designated local hubs as part of regular working arrangements.	□	

Ability and willingness to participate in a system for the Emergency Out of Hours Housing Service, offering housing advice and sourcing emergency accommodation, if required.	<input type="checkbox"/>	
Emergency Response rotas for the Council, as required.	<input type="checkbox"/>	
Full driving licence and use of a vehicle.		<input type="checkbox"/>
<b>3. EXPERIENCE</b>	<b>ESSENTIAL</b> <input type="checkbox"/>	<b>DESIRABLE</b> <input type="checkbox"/>
Experience of working in a Housing Need Homelessness related environment.	<input type="checkbox"/>	
Significant experience and knowledge of application of the Homelessness Reduction Act	<input type="checkbox"/>	
2017 and associated legislation and guidance. approach and experience of dealing with more complex cases and providing multi-disciplinary support	<input type="checkbox"/>	
Experience of managing front line housing staff direct staff supervision.	<input type="checkbox"/>	
Experience of collecting data, running and producing complex management information	<input type="checkbox"/>	
and performance indicators. management methodology.	<input type="checkbox"/>	
Experience in developing and delivering on Housing Needs and Homelessness casework	<input type="checkbox"/>	
management. housing initiatives to maximise the use of various housing portfolios.	<input type="checkbox"/>	
Experience in researching, interpreting and explaining complex legislation and policy.	<input type="checkbox"/>	
Proven ability to analyse, problem-solve respond to requests and understanding of when	<input type="checkbox"/>	
to escalate a case. multi-disciplinary environment and in partnership	<input type="checkbox"/>	
with other agencies to meet resident needs. framework, policies and services.	<input type="checkbox"/>	
Proven track record of enhancing service to residents.	<input type="checkbox"/>	
<b>4. KNOWLEDGE &amp; SKILLS</b>	<b>ESSENTIAL</b> <input type="checkbox"/>	<b>DESIRABLE</b> <input type="checkbox"/>
Extensive knowledge of current and housing legislation and case law related to housing advice issues including private	<input type="checkbox"/>	

sector

landlord and tenant law, security of tenure, homelessness law, housing benefit and other welfare benefit regulations, possession proceedings in the county court including court procedure rules.		
A good understanding of current policy and practice in temporary accommodation procurement and management.	☐	
Knowledge of the financial framework the provision of TA, in particular the Housing Benefit regulations.	☐	
Possess effective management skills with the ability to build and maintain a supportive working environment and deliver effective case management supervision.	☐	
Extensive knowledge of housing needs issues, including homelessness prevention, housing options, and advice.	☐	
persuading and negotiating skills with a variety of stakeholders, at all levels on issues of complexity	☐	
practices within the service area to ensure continuous improvement and effective service delivery.	☐	
management skills.	☐	
Ability to chair meetings and represent Council within a range of professional meetings.	☐	
situations with customers and external agencies, including diffusing and managing difficult, demanding, and challenging customer defining service specifications and monitoring against standards.		☐
Ability to use Microsoft Office systems, use of in-house databases.	☐	
Ability to identify opportunities for improvement that enhance the customer journey	☐	
and drive operational efficiencies. of a team, efficiently managing workloads, prioritising tasks, and adopting a flexible approach to changing and competing	☐	

demands.

## **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.