



HILLINGDON

LONDON

Job Profile

JOB TITLE:	Head of Service Modernisation
GRADE:	Head of Service and Technical Specialist
POST NO:	Post specific
JOB TIER:	3
DBS CHECK:	Enhanced
DIRECTORATE:	Residents Services
SERVICE:	Housing Needs and Homelessness
Reports to:	Assistant Director of Housing Needs and Homelessness
Direct Reports:	4-6
Indirect Reports:	Post specific

ROLE PURPOSE:

Lead service improvement and quality assurance across Housing Needs and Homelessness services to ensure effective delivery of statutory duties under homelessness legislation.

Drive continuous improvement in homelessness prevention, relief, temporary accommodation, and move-on pathways, using performance data, audits, and case reviews.

Oversees compliance, governance, and assurance arrangements, including decision-making quality, suitability of accommodation, and risk management.

Leads service reviews and improvement programmes to reduce temporary accommodation demand and cost, improve customer experience, and strengthen outcomes for vulnerable households.

Works closely with operational heads, commissioners, and partners to embed best practice, respond to inspection findings, and deliver sustainable system improvement.

Lead major change programmes to reduce temporary accommodation demand and cost, improve prevention and move-on outcomes, and strengthen financial and governance controls.

Oversees delivery of service transformation initiatives, including digital systems, commissioning and procurement models, workforce redesign, and performance management.

To acts as the senior responsible officer for key transformation programmes, ensuring alignment with statutory duties, corporate priorities, and the Medium-Term Financial Strategy.

Leads engagement with senior stakeholders, Members, partners, and regulators to drive sustainable system change and improved outcomes for residents.

To provide strategic leadership in driving innovation across the Housing Needs and Homelessness Programme Team, within the directorate and wider Council, with a focus on developing and implementing cross-cutting initiatives such as service digitalisation.

The post holder will be accountable for strategy and policy in own service area and will work closely with the Council's partners and providers to develop and enhance innovative Housing solutions that are sustainable and ultimately deliver improved outcomes for residents.

The post holder will play an active role within the Housing Needs and Homelessness Senior Leadership Team, and the Senior Management Team's across other directorates championing change and continuous improvement to enhance service delivery, while ensuring the provision of cost-effective, customer-focused services. They will also have regular interface with key members of the Corporate Management Team and Cabinet and will work closely with a range of external organisations from the independent and voluntary sectors to develop a sustainable, diverse and innovative Housing Management initiatives.

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'*.

- Lead the prioritisation of resident needs to drive the Council’s service transformation related to service area, ensuring a strong focus on supporting the Council’s most vulnerable residents. Champion the use of research and data to gain deeper insights into the borough and apply these insights to design and develop products and services that effectively meet those needs.
- Embed and lead community engagement and partnership collaboration at the heart of strategic planning and service delivery—co-creating initiatives with stakeholders to ensure services are responsive, inclusive, and aligned with local priorities. Foster a culture of shared ownership and innovation that strengthens community resilience and delivers meaningful, long-term outcomes.
- Collaborate with partner organisations to evaluate best practices and assess the effectiveness of ongoing initiatives, identifying solutions to challenges, enhancing service delivery, and optimising the use of limited resources.
- Contribute to and lead as required on the delivery of the five commitments to residents from the Council Strategy.

2. People Management

- To be responsible for the selection, development and performance of the Housing Needs and Homelessness Modernisation Programme Team in line with the Council’s HR policies.
- 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).
- Manage a team of Project Delivery Manager’s dedicated to supporting and leading on the delivery of the Modernisation Programme.
- To provide effective leadership, direction, inspiration and support to the staff working within the service and on specific projects.
- Manage the performance of direct line reports through structured supervision, and appraisals.
- Lead, support, and inspire the Housing Needs and Homelessness Modernisation Programme Team by fostering talent development. Ensure team members recognise the significance of their roles and align with the Council's values and behaviours.
- Adhere to and ensure that staff within the team adopt the professional characteristics of people working within the Housing Needs and Homelessness Service as reflected in the Chartered Institute of Housing Professional Standards.

3. Operational Service Delivery

- Strategically lead on the Council's adherence to the Housing Needs and Homelessness Programme, collaborating with various teams to ensure compliance with legislation, and continuously enhancing the Housing Needs and Homelessness Service to meet resident's needs.
- Provide expert professional and technical guidance on regulatory compliance, ensuring a reliable single source of truth for critical service information and data sets.
- Create a variety of governance documents, such as briefing notes and strategies, and effectively communicate them to Elected Members, colleagues, residents, and partners. These documents will offer insights into emerging regulatory issues.
- Act as a critical advisor to the Corporate Management and the Senior Leadership Team across Residents Services in ensuring the Council's compliance measures and preparations are robust.
- Act as a key liaison with stakeholders and partner organisations to ensure the successful delivery of objectives outlined in the Housing and Homelessness Prevention and Rough Sleeping Review Strategies and other strategic frameworks. Collaborate with partners to evaluate best practices and assess the effectiveness of ongoing initiatives, identifying solutions to challenges, enhancing service delivery, and optimising the use of limited resources.
- Continuous enhancement of the Housing service through business process reviews, leveraging technology and data (including automation), and integrating sector-wide best practices into Hillingdon. This involves staying current with industry standards and critically evaluating learning opportunities.
- Work closely with the Head of Strategy and Policy to coordinate a strategic approach to engagement across Housing Needs and Homelessness services. Lead the design and delivery of meaningful engagement with residents, including households with lived experience of homelessness, temporary accommodation residents, and key partners. Utilise insight from previous consultations, service user feedback, complaints learning, and relevant satisfaction measures to inform service redesign and transformation priorities.
- Oversee multiple improvement projects, including charring project boards to ensure timely delivery and capturing benefits. This involves overseeing the drafting of project documents in accordance with Project Management Methodology.
- To assist and initiate the development of business cases based on the information and intelligence that is available to ensure that the Council is fully compliant with all aspects of consumer standards.

-
- Contribute to the development of future Housing Needs and Homelessness services by identifying current gaps, pressures, and risks within landlord engagement and supply arrangements, using performance data, market insight, and operational feedback to inform service redesign and commissioning approaches.
- Develop and maintain relationships with regional local authority partners to learn from others and contribute to making improvements across the sector.
- Utilise a programme management approach to monitor and report on the progress of regulatory implementation and compliance.
- Provide regular updates to the Corporate Management Team, and Housing Senior Management Team, Portfolio Holder, Cabinet, Scrutiny Committee, and relevant Board (s).
- Stay informed about the latest developments in standards set by the Government and ensuring all relevant stakeholders are updated with new information.
- Lead the management, analysis, and reporting of Housing Needs and Homelessness performance data, including metrics aligned to statutory and regulatory requirements. Provide robust internal and external reporting to government, benchmarking organisations, to support assurance, compliance, and continuous service improvement.
- Lead external funding bids related to the area of responsibility or support other areas to ensure that the Council is able to access available funding resources for projects and activities.
- Ensure the service adheres to the Council's safeguarding policies and procedures and ensure relevant training is in place to help protect children and adults at risk of harm within the borough. To develop and promote close working relationships with health and other key partners to deliver integrated models of service delivery.
- Ensuring compliance with Council Constitution, Scheme of Delegation, Standing Orders and procedures.

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 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.
- 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.
- Oversee the effective management of the Housing Needs and Homelessness programmes stemming from the Council Strategy and Directorate Business Plans within own directorate and across the Council, ensuring robust project governance and assurance frameworks are established and sustained. Monitor project budgets and track the realisation of benefits to ensure alignment with strategic objectives.
- 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.
- Manage and account for any financial grants received from Ministry of Housing Communities and Local Government.
- 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.
- Contribute and lead on the delivery of the savings targets identified in the Medium-Term Financial Strategy for Residents Services.

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.
- Work with Directors, Assistant Director's, Heads of Service, Service Managers to promote a culture of continuous improvement within the Council.

- Support the organisation in interpreting and responding to emerging regulatory changes by providing strategic insight, leading associated programmes of work, and coordinating necessary updates to strategies and policies.
- Oversee research and investigative work as needed, including the commissioning and management of research projects delivered by external consultants related to the Housing Needs and Homelessness Modernisation programme.
- Ensure the Housing Needs and Homelessness Modernisation Programme Team work closely with the Service Complaints & Quality Assurance Coordinator to listen to resident's complaints and lessons learned approach is adopted across the wider service.
- Work collaboratively with colleagues across teams and departments to support the effective resolution of complaints, ensuring a joined-up approach to service improvement.
- Take shared responsibility for addressing service issues identified through complaints, responding constructively and focusing on learning and improvement.
- Engage with complaints in line with professional standards and expectations set by relevant regulatory or professional bodies, maintaining integrity and accountability in all interactions.
- To contribute to and lead as required on corporate programme boards which develop strategy and policy, implement programmes and projects and monitor performance.
- Collaboratively design the programme and project strategy for the Housing Needs and Homelessness Modernisation programme, governance, methodology, evaluation and plans in a way that generates buy in and collective ownership to ensure projects have the very best chance of being successful.
- To manage the enhancement of strategies related to the area and review all policies and processes. Utilise business intelligence and benchmarking data to drive service transformation. Monitor and analyse statutory KPIs and LPIs and set and track performance targets to ensure an efficient and streamlined service. Working closely with the Business Intelligence Team to utilise Power Bi as required.

7. Contacts

- Primary contact will be with other officers within the Council, and service users / residents and their representative bodies. Also, the MHCLG other local authorities.

- Initiate and influence relationships with and between key stakeholders - Members, Councillors, Heads of Service, Assistant Directors, Directors, Corporate Management Team and Partners.
- Engage regularly with key members of the Senior Management Team in Landlord Services, Housing Needs and Homelessness and across the council.

8. Additional Responsibilities

- To manage a varied and heavy workload in an environment of constantly shifting priorities, including complex legislative changes, operational and financial demands.
- Foster equality, diversity, and inclusion by adhering to relevant protocols and policies, and striving to create a safe, supportive, and welcoming environment where everyone is treated with dignity and their identity and culture are valued and respected.
- Deputise for the Assistant Director of Housing Needs and Homeless as required.
- Embrace digital technology to enhance service delivery and resident experience.
- Drive forward the Council's transformation agenda, leading by example and inspiring others to embrace change.
- To develop, to the fullest degree, personal skills and professional knowledge which will contribute to effective team working and delivery of the Housing Needs and Homelessness Modernisation Programme.
- Contribute to and lead as required on the outcomes on the Housing and Homelessness Prevention and Rough Sleeping Review Strategies.
- Contribute to and participate in out of hours and emergency response rotas for the Council, as required.
- Complete other reasonable tasks to fulfil role purpose or as instructed by management.

9. Key Performance Indicators

- Monitor and report statistics and performance indicators to ensure achievement of agreed standards, including reporting these through the correct internal and external processes.
- 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 performance indicators 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

Head of Housing Improvement (Regulator for Social Housing)

This person specification will be used for recruitment to this vacancy of **Head of Modernisation** in LBH. It will form the basis of the application form, and candidates

1. QUALIFICATIONS	ESSENTIAL □	DESIRABLE □
Educated to degree level in a relevant discipline or to demonstrate significant comparable	□	
experience. Qualification (PRINCE2, APM, APMG, or other appropriate accreditation).	□	
Chartered Institute of Housing professional at level 4.	□	
Hold an appropriate management commensurate with the role. Or relevant equivalent management experience.	□	
Evidence of continuing professional development.	□	
2. STATUTORY or ROLE SPECIFIC REQUIREMENTS	ESSENTIAL □	DESIRABLE □
Ability to work flexibly including out of hours and attend meetings as and when required.	□	
Contribute to and participate in out of hours emergency response rotas for the Council, as required.	□	
3. EXPERIENCE	ESSENTIAL □	DESIRABLE □

Demonstrable experience of working in Housing Needs and Homelessness Service within any type of Registered Provider (Housing Association, LA etc).	☐	
Demonstrable in-depth knowledge and understanding of the statutory and regulatory framework governing Housing Needs and Homelessness services, including current and emerging legislative, policy, and guidance requirements, with experience of leading their effective implementation in practice.		
achievement as a Senior Leader in a large, complex organisation.	☐	
management skills.	☐	
Comprehensive experience in management including creating systems to collect and present information.	☐	
understanding the needs of tenants and how to get meaningful engagement from them.	☐	
continuous improvement and improved outcomes in service delivery.	☐	
Experience of leading and delivering significant and business improvement initiatives, including people and cultural change.	☐	
delivering cost reductions whilst improving services.	☐	
supportive and open culture.	☐	
Evidence of internal and external partnership working establishing trust and credibility.	☐	
Proven ability to work in a political environment establish effective working relationships with Members.	☐	
	ESSENTIAL ☐	DESIRABLE ☐
Excellent verbal and written communication including report writing.	☐	
Ability to translate national and local policy and strategic objectives into practical local plans and action.	☐	
applications.	☐	
Able to ensure that decision making is informed by others within the local community.	☐	
Ability to set targets and motivate others to them.	☐	
Able to inspire and lead others to achieve success.	☐	

Understanding of the need for change and manage the change process to conclusion.	□	
Strong strategic thinking and problem-solving with a track record of developing and implementing effective strategies to improve service delivery and achieve objectives, within own service area functions	□•	
and across the Council on cross cutting issues. within Resident Services and across directorates, as required.	□	
Ability to see the bigger picture and focused making on the achievement of agreed long-term	□	

goals.

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.