



# HILLINGDON

LONDON

## Job Profile

January 2026

---

<b>JOB TITLE:</b>	Homelessness Quality Assurance Team Manager
<b>GRADE:</b>	POC
<b>POST NO:</b>	Post specific
<b>JOB TIER:</b>	3
<b>DBS CHECK:</b>	Basic
<b>DIRECTORATE:</b>	Residents Services
<b>SERVICE:</b>	Housing Needs and Homelessness
<b>Reports to:</b>	Allocation Service Manager
<b>Direct Reports:</b>	Up to 5
<b>Indirect Reports:</b>	Post specific

### **ROLE PURPOSE:**

Provide strategic leadership for the Quality Assurance function within Homelessness Casework and the wider Housing Service, ensuring statutory compliance, service excellence, and workforce capability. This role will set the quality agenda, embed a culture of continuous improvement, and ensure the service is prepared for regulatory, legislative, and policy changes.

### **You will be responsible for:**

- **Driving Quality Standards:** Implementing and overseeing a robust Quality Management System across the Housing Needs and Homelessness Service, ensuring consistency, accountability, and measurable improvement.
- **Professionalisation & Workforce Development:** Leading the professionalisation agenda by embedding Housing Professional Standards, building competencies, and holding services accountable for culture, behaviours, and operational delivery.

- **Regulatory & Policy Governance:** Ensuring compliance with regulatory requirements, national policy, and legislative changes, aligning services with best practice in housing and local government.
- **Strategic Assurance:** Providing oversight of statutory homelessness reviews, corporate complaints, FOI coordination, and Ombudsman cases, ensuring transparency and learning from outcomes.
- **Future-Proofing Services:** Anticipating external policy changes and positioning the directorate to respond effectively, safeguarding service resilience and quality.

This is a strategic leadership role requiring vision, influence, and the ability to shape service delivery standards across a complex housing environment.

## 2. People Management

- To be responsible for the selection, development and performance in line with the Council's HR policies.
- Lead, inspire, and develop direct line reports 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 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 staff 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**

#### **Statutory Compliance & Governance**

- Act as the council's lead expert on homelessness legislation, ensuring full compliance and readiness for evolving policy requirements.
- Oversee statutory reviews, Ombudsman investigations, FOI requests, and judicial challenges, safeguarding the council's reputation and embedding lessons learned.
- Lead audits, risk profiling, and corrective actions to maintain regulatory standards and mitigate operational and reputational risks.
- Ensure safeguarding responsibilities and governance standards are upheld across all service areas.

#### **Strategic Quality Assurance & Continuous Improvement**

- Design and implement a robust Quality Management System and Housing & Homelessness quality framework.
- Lead risk-based quality assurance exercises, delegated authority checks, and peer reviews to ensure high standards of decision-making.
- Drive achievement of quality KPIs through rigorous monitoring, reporting, and performance analysis.
- Analyse complaints, customer feedback, and service data to identify trends, inform strategic decisions, and deliver measurable improvements.

#### **Policy Development & Service Transformation**

- Develop and implement streamlined casework processes and procedures to improve consistency, reduce errors, and embed best practice.

- Lead annual reviews of casework manuals, induction materials, and policy documents, ensuring alignment with legislation and strategic priorities.
- Write, review, and implement policies across Housing Needs and Homelessness, ensuring they are embedded in practice and communicated effectively.

### **Workforce Development & Leadership**

- Design and deliver innovative training, induction programmes, and mentoring initiatives to strengthen workforce capability and resilience.
- Lead creative learning solutions and facilitate regular casework forums to share best practice and embed quality-driven improvements.
- Drive succession planning and professionalisation initiatives to support long-term workforce development.

### **Strategic Projects & Partnership Building**

- Lead delivery of business plan activities and quality-related projects, collaborating with dispute resolution teams and project groups.
- Build strong partnerships with statutory and voluntary agencies to deliver effective homelessness prevention and secure support for new initiatives.
- Coordinate responses to national consultations and contribute to shaping policy and best practice at a regional and national level.
- Act as an ambassador for the council, fostering collaboration, co-production with residents, and promoting a customer-focused culture.

### **Impact & Influence**

- Provide expert advice to senior leadership and elected members on homelessness policy, service performance, and risk management.
- Influence strategic decision-making through evidence-based reporting and analysis.
- Represent the council in high-profile forums, negotiations, and legal proceedings, ensuring robust defence and continuous improvement.
- Ability to write reports for Council Committees and other audiences as required.
- 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 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.
- 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.
- With the Head of Specialist Homelessness 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.
- Develop and implement a Housing Needs/Homelessness Apprenticeship and Graduate Programme ("Grow Your Own" initiative) in conjunction with Human Resources.
- 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 Housing Needs and Homelessness 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 Specialist Homelessness 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 Quality Assurance Manager

This person specification will be used for recruitment to this vacancy of **Casework Quality Assurance 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.

<b>1. QUALIFICATIONS</b>	<b>ESSENTIAL</b> ✓	<b>DESIRABLE</b> ✓
Educated to degree level in a relevant discipline or able to demonstrate significant comparable experience.	✓	
Hold an appropriate management qualification commensurate with the role or be working towards / willing to obtain a management qualification. Or relevant equivalent management experience.	✓	
Evidence of continuing professional development.	✓	
<b>2. STATUTORY or ROLE SPECIFIC REQUIREMENTS</b>	<b>ESSENTIAL</b> ✓	<b>DESIRABLE</b> ✓
Able and willing to work outside normal office 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 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.	✓	
Full driving licence and use of a vehicle.		✓

<b>3. EXPERIENCE</b>	<b>ESSENTIAL</b> ✓	<b>DESIRABLE</b> ✓
Experience of working in a Housing Need and Homelessness related environment.	✓	
Significant experience and knowledge of the application of the Homelessness Reduction Act 2017 and associated legislation and guidance.	✓	
Solid understanding of casework management approach and experience of dealing with more complex cases and providing multi-disciplinary support.	✓	
Experience of managing and dealing with Housing Needs and Homelessness Complaints including Ombudsman investigations.	✓	
Experience of implementing a Quality Assurance System that delivered successful outcomes and improved standards across a service.	✓	
Experience of managing staff or direct staff supervision.	✓	
Experience of collecting data, running reports, and producing complex management information and performance indicators.	✓	
Experience of managing projects, and project management methodology.	✓	
Experience in developing and delivering training on Housing Needs and Homelessness casework management.	✓	
Experience in researching, interpreting and explaining complex legislation and policy.	✓	
Proven ability to analyse, problem-solve and respond to requests and understanding of when to escalate a case.	✓	
Proven experience of working effectively within a multi-disciplinary environment and in partnership with other agencies to meet resident needs.	✓	
Understanding of the statutory Local Government framework, policies and services.	✓	
Proven experience operating at senior level within an organisation, providing strategic advice and guidance to Heads of Service and Directors.	✓	
<b>4. KNOWLEDGE &amp; SKILLS</b>	<b>ESSENTIAL</b> ✓	<b>DESIRABLE</b> ✓
Extensive knowledge of current and emerging housing legislation and case law related to housing advice issues including private 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.		
Knowledge and experience of responding to judicial review or legal claims.	✓	
Demonstrated strong leadership and collaborative teamwork skills to drive high performance across complex service areas.	✓	
Proven ability to build and maintain positive relationships with stakeholders across multiple departments and partner organisations.	✓	
Exceptional attention to detail with a comprehensive understanding of developing, implementing, and monitoring processes for service improvement.	✓	
Skilled in holding services and individuals to account, providing constructive scrutiny and challenge to improve outcomes.	✓	
Ability to balance resident needs with organisational priorities and local government constraints when shaping service delivery.	✓	
Strong capability to manage upwards, influencing senior stakeholders and keeping focus on strategic objectives.	✓	
Expertise in connecting strategic initiatives with operational delivery, including translating legislative changes into practical guidance for services.	✓	
Advanced analytical skills with the ability to interpret data and translate insights into actionable strategies.	✓	
Possess effective management skills with the ability to build and maintain a supportive working environment and deliver effective case management supervision.	✓	
Ability to apply very effective influencing, persuading and negotiating skills with a variety of stakeholders, at all levels on issues of complexity and sensitivity.	✓	

Proven ability to share knowledge, skills, and best practices within the service area to ensure continuous improvement and effective service delivery.	✓	
Excellent budget management and resource management skills.	✓	
Ability to chair meetings and represent the Council within a range of professional meetings.	✓	
Ability to use Microsoft Office systems, including use of in-house databases.	✓	
Effective report writing and presentation skills.	✓	
Ability to identify opportunities for service improvement that enhance the customer journey and drive operational efficiencies.	✓	

## **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.