



HILLINGDON

LONDON

Job Profile

January 2026

JOB TITLE: Service Modernisation Manager
GRADE: POC
POST NO: TBC
JOB TIER: 5 (Non-management)
DBS CHECK: Enhanced
GROUP: Resident Services
SERVICE: Housing Needs and Homelessness

REPORTING STRUCTURE

Reports to: Head of Service Modernisation
Direct Reports: None
Indirect Reports: None

ROLE PURPOSE:

Responsible for leading, coordinating and delivering complex transformation programmes across the Housing Needs and Homelessness Service, ensuring statutory compliance, financial control, and improved outcomes for residents.

Collaborate with internal and external partners, providing constructive challenge and support to ensure compliance with statutory homelessness duties under the Housing Act 1996 (as amended), the Homelessness Reduction Act 2017, and the Homelessness Code of Guidance, including evidencing outcomes for residents and service performance.

Plan and oversee the development and execution of projects and workstreams, ensuring they meet the required scope and quality, stay within budget, are completed on time, and adhere to regulatory requirements.

The role will manage all aspects of the project lifecycle and, using specialist skills and expertise, will deliver service-wide commissions from senior managers focused on improvement and transformation activity across Housing Needs and Homelessness. This includes strengthening compliance with statutory homelessness duties, improving service quality and consistency, enhancing financial and governance controls, and delivering better, resident-focused outcomes for households experiencing or at risk of homelessness.

Leverage expertise in developing and monitoring project plans to play a pivotal role in the strategic management of a diverse range of projects and service enhancements.

Responsible for ensuring that strategic management of project and service improvement activities is established and maintained across all stages of the project, with comprehensive reporting to ensure accountability.

Collaborate closely with directorate service leads to produce robust business cases and project initiation documents for review by the appropriate governance body, ensuring the service demonstrates strategic value for money, benefits realisation, and accountability.

A . J o b D e s c r i p t i o n

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 the delivery of the five commitments to residents from the Council Strategy.
- To ensure that the resident perspective is central to outcomes delivered via project and improvement workstreams.

2. People Management

- No direct people management exposure but will be required to work as part of a matrix arrangement. Be highly visible to services across the Council, including making a significant contribution to other Council project board meetings.

**3. Operational Service Delivery
Service Discovery/ Diagnostics**

- Gather data and information from a range of sources, presenting that data and information back with an analysis of where there could be opportunities for change in Housing.
- Lead on drafting high quality clear diagnostic reports that link directly to the data gathered and provide a clear and objective assessment of the housing function under review.
- Collaborate with managers across the Housing Needs and Homelessness Service and other internal teams delivering homelessness and housing-related services to map existing (“As Is”) processes. The role will focus on identifying inefficiencies, risks, and duplication, and on designing improved (“To Be”) processes that streamline operations, strengthen statutory compliance, and enhance service delivery and outcomes within the Housing Needs and Homelessness Service.
- Take full responsibility for managing, planning, and coordinating statutory compliance and service improvement initiatives across Housing Needs and Homelessness, providing leadership on regulatory, governance, and performance matters, and deputising for the service where required.

Solution Design & Development

- Draw up and maintain housing project plans, covering all stages of project development and delivery, requiring the co-ordination of different service areas that may have significant impact on areas of the Council’s operation and other related external services, while gaining the support of all participants through persuasion and negotiation.
- Consider the technology and resources required to support delivery models and ensure that Business Intelligence, ICT and digital services are engaged at the right stage to help deliver this.
- Lead on drafting costed business cases, in the standard format with relevant appendices approved by Finance and HR, managing the sign off process with internal stakeholders ready for submission for approval via the established governance arrangements.
- Lead on the production of Cabinet Member Briefings and updates to engender both support and transparency with all key and high-profile project and service improvement workstreams.

Project Management

- Lead and play a key role in convening and managing complex housing projects co-ordinating multiple activity streams, identifying and mobilising internal stakeholders and ensuring project outcomes are delivered on time.

- Monitor and control the progress of housing projects, identifying and managing associated finances, risks and issues in accordance with best practice, applying project management principles.
- Take a lead role in addressing and taking corrective action where required to ensure delivery against project plans. Ensure the overall benefits of Housing projects are identified, defined clearly, are measurable, linked to strategic outcomes and managed proactively to benefits realisation.
- Lead on producing regular project status updates for submission to the Head of Housing Needs Modernisation, and for consideration through established governance and assurance forums.
- Collaborating – with experts from IT, Finance, HR, Transformation, Legal, Business Intelligence, and other Enabler services of the Council - as well as partners' -to understand their requirements, leverage their knowledge and expertise, and ensure this shapes Housing project planning and delivery.

Implementation and evaluation

- Work alongside senior managers and other corporate colleagues to agree an implementation plan for Housing projects and agree early indicators of success.
- Lead on the evaluation of change processes in Housing Needs and Homelessness to ensure that any projects, reviews or new ways of working are delivering against the agreed opportunities for improvement specified in the business case.

Change & improvement advocate

- Accept commissions from senior managers across the Housing Needs and Homelessness Service to personally manage and complete specific tasks and workstreams which are focussed on Housing Needs and Homelessness Modernisation Programme or as part of responding to emerging and new legislation, or good practice.
- Maximise the use of horizon scanning to proactively identify emerging risks, policy changes, and regulatory requirements, and independently initiate, deliver, and complete targeted tasks and projects that evidence housing regulatory compliance, promote good practice, and deliver positive, measurable outcomes for tenants.
- Research and evaluate emerging delivery models and best practice, ensuring the Housing Needs and Homelessness Service is able to consider all available options and prioritise a resident-focused approach when designing and delivering services.

Application of specialist knowledge

- Stay abreast of changes in housing best practice, research new delivery models as they are developed and ensure that the Council is able to consider all the solutions available; to ensure that each solution developed is well reasoned and that all options have been considered.

5. Financial & Resource Management

- Ensure internal and/or external funding sources for projects are identified and secured through funding bids and or approval processes and manage project budgets and other financial resources associated with the project.
- To ensure all purchasing and procurement is conducted in line with the corporate guidelines with appropriate use of the Council's financial systems.
- Support service leads and / or accept commissions to review or bring forward Service Level Agreements [SLAs] between the Landlord Service and functions which provide services that are rechargeable to the HRA.
- Support the transitioning of service leads in the effective use of SLAs to ensure that the quantitative and qualitative aspects of services are effectively and efficiently delivered for the benefit of residents.
- Be responsible for budgets related to programmes and projects and ensure project resources and expected outcomes are clearly defined to avoid wastage and maximise efficiencies (or savings).
- Develop and maintain knowledge and awareness of Housing Needs and Homelessness Services and initiatives as part of project and improvement work in order to effectively manage changes, and forecast peaks, in service demand that enable resources to be deployed as required and outcomes for residents improved.
- Be financially conscious and ensure that spending and resources are managed efficiently. This includes managing time, avoiding unnecessary waste, to reduce financial impact.
- Recognise the potential for transferring costs and liabilities onto other services and respond by adapting and tailoring support to contain pressures.

6. Service Improvement

- Manage the implementation of improvement initiatives and change programmes using the Council's Project Management, Service Improvement methodologies and operating model.
- Actively contribute to an agenda of continuous improvement within the Housing Service domain. Advocate for, champion and lead on individual initiatives and projects aimed at enhancing services.

- Be highly visible to senior managers and services across the Housing Needs and Homelessness Service and the Council, including making a significant contribution to other Council project board meetings where potential benefits to council tenants present.
- As an integral part of service improvement workstreams, provide assurance that resident focus is at the forefront of strategic and operational plans within the service to support continuous improvement and co-scrutiny.
- Build creative and effective working relationships to drive improvement and efficiency across the Council, working with strategic leads for Finance, Transformation, HR, Procurement, Communications, Legal and other functions as required. Constructively challenge senior managers to focus on mitigating business performance risks, where required.
- Contribute to the development, direction, and review of core Housing Needs and Homelessness strategies, policies, and improvement plans to ensure they remain fit for purpose, strategically aligned, compliant with statutory requirements, and demonstrate clear impact and improved outcomes for residents.
- Actively contribute to a culture of continuous improvement across the Housing Needs and Homelessness Service, advocating for, championing, and leading initiatives and projects that enhance service delivery, strengthen compliance and governance, and evidence positive outcomes for residents.
- To identify and suggest any improvements to current ways of working in order to deliver and evidence a more efficient and effective service for residents.
- Contribute to the Council's transformation agenda, leading by example and inspiring others to embrace change.
- To lead on being the critical friend to colleagues across the teams to identify gaps and service improvements and develop business cases in collaboration with the Manager to deliver change.
- Develop and implement standards and procedures to ensure adherence to all Council, regulatory, and statutory requirements. Proactively identify potential issues at an early stage to prevent, address, or escalate them effectively. Produce and deliver work items and written reports punctually, meeting required standards while ensuring accuracy and an evidence-based approach.
- Ensure that systems and processes across teams are functional, well-integrated, and optimised to maximise their capacity. Collaborate with Corporate support teams to explore automation opportunities, aiming to minimise duplication and enhance efficiency.

7. Contacts

- Primary contact will be with colleagues including senior managers across the Landlord Service and across functions which provide services to the HRA.
- Frequent contact will also be with Heads of Service, Director's, Assistant Director's, Project Sponsors, Corporate Management Team and senior representatives from external organisations in both the public, private and third sector.
- Cross-service and Council-wide Boards, project and working groups which have a demonstrable impact on outcomes for residents.
- External contacts include the Regulator of Social Housing (where relevant to temporary accommodation providers), the Housing Ombudsman Service, the Department for Levelling Up, Housing and Communities (DLUHC), the West London Alliance, London Councils, the Greater London Authority, Housing Directors across partner authorities, housing providers, and other statutory, voluntary sector, and partnership agencies and working groups as required.

8. Additional Responsibilities

- Adopt a creative and innovative mindset to drive improvements and provide assurance across the housing service. Set clear objectives and performance targets to measure success, leveraging benchmarking to evaluate practices and gain insights from others' experiences.
- Showcase and continuously enhance advanced, specialist expertise in housing law, regulations, and practices related to homelessness, housing management, repairs and maintenance, and housing development. Act as a Council authority on these matters, making informed decisions that effectively address the legal, reputational, and financial risks inherent in managing a housing service focused on meeting residents' needs.
- Adopt the professional characteristics of people working within the Housing Management Service as reflected in the Chartered Institute of Housing Professional Standards.
- Contribute to the outcomes on the Housing and Homelessness Prevention and Rough Sleeping Review Strategies.
- Complete other reasonable tasks in order to fulfil role purpose or as instructed by management.

9. Key Performance Indicators

- To write, agree, deliver KPIs per project, monitoring non-conformance and outlining actions for improvement.
- Contribute to individual and team performance targets, make suggestions for service improvements to ensure the delivery of excellent housing services, which deliver value for money.

- Contribute to the delivery of the Medium-Term Financial Strategy Measures (TSMs).
- Deliver the agreed Personal Performance Appraisal Objectives.

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 . P e r s o n S p e c i f i c a t i o n

Housing Needs Project Manager

This person specification will be used for recruitment to the **Housing Needs Project Manager** vacancy 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 discipline able to demonstrate significant comparable experience.	√	
Project Management or Change Qualification (PRINCE2, APM, APMG, other appropriate accreditation).	√	
Evidence of continuing professional development	√	
2. STATUTORY or ROLE SPECIFIC REQUIREMENTS	ESSENTIAL	DESIRABLE
	√	√
Ability to work flexibly to meet the needs of the Service.	√	
Comply with and promote the Council's Equal Opportunities Policy.	√	
3. EXPERIENCE	ESSENTIAL	DESIRABLE
	√	√
Extensive experience of running programmes and projects which have driven or led to service improvements and/or change, managing risk	√	
and assurance programmes and delivering effective management abilities, inspiring, motivating, and energising teams and employees while fostering a culture aligned with the organisation's vision, values,	√	
and behaviours. models.	√	

Experience of working on Housing Transformation Change projects	√	
Experience of effectively influencing, negotiating networking with a wide range of senior managers and other stakeholders.	√	
manage deadlines and demonstrate sound judgement and political awareness.	√	
for senior management and Members outlining recommended course of action supported by coherent and robust analysis.	√	
wide range of services.	√	
4. KNOWLEDGE & SKILLS	ESSENTIAL	DESIRABLE
	√	√
High level of knowledge of own specialism and a working knowledge of a range of other cross cutting service delivery areas.	√	
Demonstrable project management delivery that beyond an understanding of the theory and project administration.	√	
An up-to-date knowledge of the changing face of government and possible alternative service delivery methods.	√	
Strong analytical skills: able to gather data and read results with insight.	√	
Ability to facilitate workshops, focus stakeholder events, surveys and interviews.	√	
accountability for actions.	√	
Good understanding of the political context at a level and working with Members in a constructive and sensitive way.	√	
evaluate complex systems and processes without holding subject matter expertise.	√	
Strong customer service ethos - understands the context of putting residents first.	√	
Financial acumen and reasoning, used to working significant budgets.	√	
The interpersonal skills necessary to ensure business change and improvement are viewed positively, and gain buy in from those involved.	√	

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.