



HILLINGDON

LONDON

Job Profile

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

ROLE PURPOSE:

This role will have the strategic accountability for casework areas, such as families or singles, by overseeing the development and delivery of a range of services, managing both internal staff and external providers—such as contractors. The main purpose of the role will be to provide the leadership to:

- Prevent and relieve homelessness
- The management of Homelessness Grant Funding
- Increase prevention and reduce new temporary accommodation placements
- Increase access to alternative housing options
- Oversee the management of Housing Support for residents experiencing or at risk of homelessness.

Leading collaborative efforts to prevent and alleviate homelessness, working with a variety of internal and external partners, including both statutory and non-statutory organisations. Contributing to the strategic direction, operational management, and

continuous improvement of a sustainable Housing Needs and Homelessness Service.

To provide strategic leadership in driving innovation across Housing Needs and Homelessness, across the Directorate and wider Council, with a focus on developing and implementing cross-cutting initiatives such as service digitalisation and commercial growth opportunities.

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 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 market.

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 Homelessness Casework, 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 on the delivery as required on the five commitments to residents from the Council Strategy.

2. People Management

- To be responsible for the selection, development and performance of the Casework and Housing Support Team's in line with the Council's HR policies.
- To ensure all team members within the service 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).
- Champion innovation and creativity in service delivery by critically assessing and challenging current practices. Develop employees to foster a culture where they feel empowered to generate imaginative and effective solutions.
- Establish and convey a clear direction and purpose for staff at all levels, aligned with the Council's strategic aims and ambitions. Lead, guide, coach, mentor and inspire individuals within the service area and across the Council to achieve outstanding results. Implement processes to identify and develop talent at all levels.
- Ensure the development of a multi-skilled workforce and identify and deliver effective training and development programmes.
- Create a culture of empowerment by equipping the service and their teams to operate confidently within a clear risk management and governance framework.
- Define decision-making boundaries while fostering staff capability to assess, manage, and mitigate risk—building organisational resilience and accountability across the service and the wider Council.
- Be accountable for Policies and Strategies relevant to own service area, and across the Residents Services directorate. Also, cross council Policies and Strategies where they relate to Housing Needs and Homelessness as directed by the Assistant Director of Housing Needs and Homelessness.
- Take the lead on reimagining how the Council and its partners think more strategically when planning and delivering Housing solutions to ensure it is more responsive to the changing needs of the market and focusses on improving outcomes for residents.

3. Operational Service Delivery

- Provide strategic direction and leadership to a multi-disciplinary service leading on Homelessness Prevention Casework, and Housing Support,

across Housing Needs and Homelessness and to be responsible for the management of its £5m budget.

- Take on the leadership responsibility for the Homelessness Casework Service area. Develop, manage, and promote all aspects of this service area in line with the Council's objectives and priorities. Ensure the service consistently maintains high levels of customer care and empathy. To fulfil the authority's statutory homelessness duties, notably the relief duty and main duty.
- Oversee and lead to ensure staff deliver high-quality case management and make informed decisions on homelessness within statutory targets. Be accountable for any risks associated with poor decision making, including managing and leading on legal challenges to decisions.
- Maintain constant awareness and oversight of the number of cases entering the service and the relative caseloads among officers, ensuring fair case distribution and consistent decision-making. Oversee the rebalancing of caseloads as needed. Develop, review, and implement performance monitoring systems, and regularly report performance outcomes, making recommendations for changes and improvements as necessary.
- To ensure the effective management of case work data and security of information received and used within the division, to comply with the relevant legislation such as GDPR and the Freedom of Information Act, recognising that the Council wishes to operate in the most open and transparent way.
- Lead on the writing of grant funding bids to secure additional resources for Housing Needs and Homelessness Services.
- Strategic lead for ensuring that the homelessness grant projects are delivered on time and on budget and achieving real impact. Building strong relationships with funding bodies, government agencies, and community organisations to drive strategic funding initiatives.
- Be accountable for the delivery of the actions on the Housing Needs and Homelessness Transformation Plan, attend and report progress to Members and the Senior Management Team within own directorate and across the Council regularly.
- Leverage customer insights, feedback, and satisfaction data to enhance and promote services effectively, ensuring residents are engaged and well-informed about the Council's offerings.
- Lead the development of innovative and creative learning for caseworkers, embedding quality-related learning and improvements by maximising engagement across all stakeholder areas.
- Ensure workload management tools are being used effectively across the service, in order to ensure the safe transfer of cases and to share resources across services and the wider directorate.

- To provide strategic leadership to the Housing Support Team and ensure housing support with robust outcome-based support plans are available to residents experiencing or at risk of homelessness.
- Take the lead in maintaining and developing the Council's primary homelessness casework IT business systems, ensuring they are fit for purpose and maximise efficiency.
- Draft comprehensive reports related to the area for the scrutiny and decision-making committees. Guide these reports through their development stages and present them in both informal and formal decision-making forums.
- Review national and regional service delivery and legislative changes related to the designated service area. Take appropriate steps to keep Hillingdon at the forefront of innovative service delivery by developing new strategies, policies, and procedures as needed, while ensuring compliance with statutory provisions governing the functions of the designated service area.
- Oversee the timely resolution of complaints relating to the services delivered by the Casework Team from Councillors, Members, FOIs, Ombudsman and for any audit assessment.
- Take responsibility for identifying, assessing, and managing risks to ensure effective service delivery. Adhere to the Council's risk management policy, frameworks, and local risk register, and ensure timely escalation of risks to the Assistant Director of Housing Needs and Homelessness.
- Oversee the handling of Judicial Reviews and coordinate with the legal team to minimise reputational and financial risks to the Council.
- Oversee the evaluation of the outcomes of homelessness applications to generate data-driven insights that inform strategies for reducing reliance on temporary accommodation and enhancing overall service performance.
- Ensure that any data returns required by the Ministry of Housing, Communities and Local Government (MHCLG), the Greater London Authority or any other relevant organisations are completed on time and correctly.
- Provide strategic advice to the Assistant Director of Housing Needs and Homelessness, Corporate Director of Residents Services, Director of Housing, Chief Executive, and Members on all matters related to the services of the area of responsibility, across the wider service and across the Council on cross cutting issues. Support the Administration in delivering its priorities through informed guidance and leadership.
- Ensure robust governance and operational protocols are in place to support effective collaboration with Adult's and Children's Social Care—enabling the seamless discharge of joint statutory duties. Provide assurance that the

Council fully meets its housing responsibilities under Children’s legislation, with clear accountability and integrated service planning at the core.

- Provide strategic leadership for the Council’s response to individuals with No Recourse to Public Funds (NRPF), refugees, and asylum seekers—developing inclusive policies and cross-sector partnerships that ensure access to essential support, promote integration, and uphold the Council’s commitment to community cohesion.
- To ensure robust commissioning, market testing, contract management, and performance monitoring arrangements are in place for homelessness related services, and to take timely and appropriate action where standards are not met.
- 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.
- 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 across the service 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 service.
- Ensure policies and processes are fair, transparent, adhered to, and regularly updated to reflect changes in legislation.
- Work with senior leaders, peers, and elected Members to create innovative strategies that provide effective, efficient, and cost-effective services to residents.
- Take a broader view of the entire department and organisation and consider how different services interact and impact outcomes.
- Lead the strategic adoption of digital technologies to transform service delivery for residents, visitors, and communities—enhancing accessibility, flexibility, and user experience.
- Champion innovation that empowers staff to work more dynamically, while leveraging technology as a catalyst for operational efficiency, cost savings, and continuous improvement.

- Ensure that equality, diversity, and inclusion are embedded and promoted across all aspects of the service, including staff progression and retention, learning and development opportunities, assessment of development proposals and operational activity and project implementation.
- Drive the strategic evolution of service frameworks by embedding a proactive approach to regulatory alignment, legislative responsiveness, and industry innovation. Ensure that all operational practices are not only compliant but also forward-looking—positioning the service and the wider directorate to lead in efficiency, adaptability, and service excellence.
- Develop, maintain, and implement a Business Continuity Plan within area of responsibility as needed. Taking into account the links with the wider directorate and across the Council as required.

5. Financial & Resource Management

- Overall direct budget management responsibility for the service area ensuring effective monitoring on Oracle on allocated workforce budget of £2.5m and operational budgets of £3m. Ensure spend against forecast and payments are accurately recorded within audit guidelines.
- Shared net budget management responsibility of circa £8m.
- Ensure services are effectively managed, monitored, and adapted to achieve financial and business goals, in alignment with corporate and political priorities and in accordance with the Council's financial regulations.
- Lead on the delivery of the savings targets for Temporary Accommodation identified in the Medium-Term Financial Strategy for Housing Needs and Homelessness.
- Lead on the financial modelling of new homelessness schemes and initiatives.
- Ensure all purchasing and procurement is conducted in line with the corporate guidelines with appropriate use of the Council's financial systems.
- Ensure all workforce expenditure is compliant with corporate guidance and that any temporary resource is purchased through the Council's agency contracts.
- Design and maintain agile team structures that support operational excellence. Drive the Council's financial sustainability by maximising income generation, identifying commercial opportunities, and embedding a culture of continuous improvement.
- Uphold strong governance frameworks to ensure full compliance with statutory, legal, and financial responsibilities across all service areas.

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.
- 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.
- To oversee 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.
- Identify opportunities within the Directorate and beyond to innovate and transform operations, ensuring continuous improvement and adapting to the evolving opportunities and challenges faced by the Council.
- To contribute to and lead as required on corporate programme boards which develop strategy and policy, implement programmes and projects and monitor performance.
- Drive forward the Council's transformation agenda, leading by example and inspiring others to embrace change.
- Actively support the Senior Management Team in Residents Services in delivering and monitoring the Councils' vision, strategic direction, and core values, while providing clear leadership, purpose, and a sense of optimism.
- Provide strategic leadership in driving workforce and organisational development, transformation, and cultural change across the service and the Council—championing corporate values, engaging staff on key initiatives, and fostering a progressive environment that prioritises employee growth, wellbeing, and support.
- Lead high-impact, cross-cutting corporate initiatives on behalf of the Housing Senior Leadership Team, leveraging matrix management to mobilise talent across the service and organisation, dismantling silos, and delivering integrated, customer-focused services both internally and externally.
- Drive a culture of innovation and impact by leveraging cross-sector collaboration to evaluate what works, scale effective solutions, and address

systemic housing challenges. Strategically align the Council's assets and capabilities to unlock new opportunities, attract investment, and deliver sustainable housing outcomes that respond to the borough's evolving needs and resource constraints.

- Collaboratively design the programme and project strategy for Housing Needs and Homelessness, 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.
- Working closely with Housing Management to jointly lead on the development of an integrated Housing Support Strategy and commissioning plans in collaboration with housing teams, NHS and social care partners, and the third sector—ensuring a coordinated, person-centred approach that addresses the needs of vulnerable residents and promotes long-term wellbeing and independence.
- Stay informed about laws and regulations relevant to Housing in order to apply expertise on key issues within the department and the wider Council as required.

7. Contacts

- Primary contact will be with other officers within the Council, and service users / Members, residents and their representative bodies.
- External contact will be with other local authorities, Registered Social Landlords, Private Sector Landlords, Health, Ministry of Housing Communities and Local Government, 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

- Adopt a collaborative and supportive approach, maintaining up to date professional knowledge and providing advice and assistance to colleagues across Residents Services and the wider Council on all aspects of homelessness.
- 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.
- Serve as a visible and influential ambassador for Hillingdon Council at local, regional, and national levels—promoting its vision, values, and strategic priorities.
- Support the delivery of the Council’s empty homes policies by driving initiatives that bring underused housing stock back into active use—helping to meet local housing demand, reduce vacancy rates, and revitalise neighbourhoods to foster thriving, resilient communities.
- Deputise for the Assistant Director of Housing Needs and Homelessness and to carry out any other reasonable duties, commensurate with the level of the post.
- Contribute to and as required lead on the delivery of the relevant 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 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 Key Performance Indicator’s (KPI’s) as part of the assigned work programme, monitoring non-performance and outlining actions for improvement.
- Contribute to good performance on relevant KPI’s both local and statutory.
- Lead the monitoring and evaluation of performance against strategic priorities, using data-driven insights and contextual analysis to maintain momentum and ensure alignment within the service and across the Council.
- 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 Casework

This person specification will be used for recruitment to this vacancy of **Head of Casework** 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 or able to demonstrate significant comparable experience.	✓	
Hold an appropriate management qualification commensurate with the role such as ILM. Or relevant equivalent management experience.	✓	
Project Management or Change Management Qualification (PRINCE2, APM, APMG, other appropriate accreditation).	✓	
Evidence of continuing professional development.	✓	
Membership in a relevant professional body, such as the Chartered Institute of Housing.		✓
2. STATUTORY or ROLE SPECIFIC REQUIREMENTS	ESSENTIAL ✓	DESIRABLE ✓
Able and willing to work outside normal office hours, including attendance at evening and weekend meetings and events as required. Including working flexibly from designated local hubs as part of regular working arrangements.	✓	
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.		✓
3. EXPERIENCE	ESSENTIAL ✓	DESIRABLE ✓
A successful track record and background of consistent achievement as a Senior Leader in a large, complex organisation.	✓	
Experience of developing and writing successful grant funding bids to secure additional resources for housing services.	✓	
Proven experience in managing and interpreting significant complex budgets, and developing	✓	

financial mitigations, within a challenging public sector environment.		
Experience of financial modelling new homelessness schemes and initiatives.	✓	
Excellent written and oral communication skills including the ability to prepare and present reports and to communicate with staff and stakeholders at all levels.	✓	
Proven track record of providing exceptional service that consistently meets both customer expectations and organisational goals.	✓	
Proven ability to prioritise departmental tasks and develop effective work programmes, ensuring timely delivery within budget constraints.	✓	
Able to establish and uphold efficient procedures and systems, leading to the achievement and exceeding of service KPIs.	✓	
Ability to consistently assess and manage individual, team and service performance, making timely interventions and taking prompt action to ensure high performance delivery.	✓	
Proven ability to develop, review, and implement effective policies and procedures.	✓	
Demonstrable experience of excellence in line management, including the strategic creation and development of comprehensive training plans.	✓	
Strong strategic thinking and problem-solving abilities, with a proven track record of developing and implementing effective strategies to enhance service delivery and achieve objectives.	✓	
Proven ability to interpret vision and strategy to drive delivery through strong and effective leadership, establish service standards, and empower others to achieve results.	✓	
Demonstrable experience in managing projects from inception to completion, ensuring objectives are met on time and within budget.	✓	
Understanding of political perspectives, the ability to work with members. Demonstrable national and local political awareness and knowledge.	✓	
Demonstrable strong commercial acumen with proven experience in applying commercial models, maximising financial returns and operational efficiencies, and securing external funding streams available to local authorities to support sustainable service delivery.	✓	
Excellent interpersonal skills including the ability to form effective working relationships with colleagues across the Council and partners.	✓	

4. KNOWLEDGE & SKILLS	ESSENTIAL ✓	DESIRABLE ✓
Significant knowledge of homelessness legislation, case law and Government guidance in relation to: <ul style="list-style-type: none"> • Housing Advice • Homelessness • Housing assessments and Allocations 	✓	
Significant knowledge of the Homelessness Reduction Act 2017 & associated legislation and guidance.	✓	
In-depth understanding of the statutory homelessness framework, including legislation, Suitability Order, prevention, relief, main duties, TA duties, and accommodation offers.	✓	
Detailed knowledge of techniques to prevent and relieve homelessness and of homeless legislation and relevant Codes of Guidance.	✓	
Understanding of the local government framework and its governance.	✓	
Ability to use management information to judge service performance and to devise and implement service improvement strategies.	✓	
Proficient in using all Microsoft Office applications.	✓	
Significant knowledge and experience of housing and homelessness IT systems including the design and implementation.	✓	
Strong persuasion, diplomacy, and motivational skills.	✓	
Ability to manage a high degree of organisational and informational complexity and the ability to translate and analyse complex data into understandable information.	✓	
Ability to contribute and lead on the strategic planning of the service, and cross cutting initiatives across the Council in relation to government policies, local issues and emerging trends.	✓	
Ability to chair strategic meetings and deal effectively and sensitively with specialist homelessness cases in a professional context.	✓	
Ability to lead on strategy and / or policy development within Housing and across directorates, as required.	✓	
Capability to challenge the status quo, pursue continuous improvement, and drive service development.	✓	

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.