



Job Profile

JOB TITLE:	Accommodation Service Manager
GRADE:	POF
POST NO:	Post specific
JOB TIER:	3
DBS CHECK:	Enhanced
DIRECTORATE:	Residents Services
SERVICE:	Housing Needs and Homelessness
Reports to:	Head of Allocations and Accommodation Services
Direct Reports:	4
Indirect Reports:	25

ROLE PURPOSE:

The Service Manager for Accommodation is responsible for leading two Homefinder Teams and two Accommodation Teams, ensuring the effective procurement and management of Private Rented Sector (PRS) and temporary accommodation placements. The role oversees the delivery and performance of key procurement schemes, including the Homefinder Scheme, B&B schemes, Nightly Paid Schemes and Private Sector Management arrangements.

Working closely with internal and external partners, the postholder ensures high quality services that contribute to homelessness prevention and sustainable housing solutions. They will lead, develop and motivate staff, manage budgets, drive service improvements, and maintain strong governance across all areas of responsibility.

The postholder will support the Head of Allocations and Accommodation by developing and implementing operational plans aligned with wider departmental and

Council strategies, setting clear professional standards and ensuring excellent day-to-day service delivery.

Key responsibilities include:

- Leading the operational aspects of the Accommodation Services function to secure continuous improvement, efficiency and high-quality outcomes.
- Managing a portfolio of services including emergency housing and placements, income recovery, Housing Resolutions and PRS/temporary accommodation allocations in conjunction with the Service Manager of Allocations.
- Negotiating leases and property agreements with private landlords, letting agents and temporary, and private rented sector accommodation providers to secure cost-effective, suitable accommodation that meets statutory and contractual requirements.
- Driving move on from costly nightly paid and temporary accommodation into longer term, sustainable housing options, and ensuring tenancy sustainment.
- Managing change effectively, improving performance and quality standards, and reducing service failures through robust monitoring and reporting.
- Ensuring timely, customer focused frontline services through consistent procedures, high quality casework management and clear professional standards.
- Building strong partnerships with internal teams and external organisations to support homelessness prevention and housing stability.

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 residents' homelessness accommodation needs to drive the Council's service transformation agenda, ensuring a strong focus on supporting the borough's most vulnerable individuals and families. Champion the use of research, data and insight to deepen understanding of homelessness pressures and apply this intelligence to design, shape and deliver accommodation pathways, services and solutions 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.

- Ensure residents receive accurate, timely and legally compliant housing advice, including clear explanation of housing options, prevention pathways, and statutory homelessness duties.
- Ensure the Accommodation and Home Finder Team's deliver an effective, resident focused and efficient service that places people at its centre. This includes making sure staff have the right skills and technical expertise to address the full range of housing issues experienced by applicants, including those who are vulnerable or have multiple complex needs. Develop or adapt innovative policies and procedures to help these households access suitable alternative accommodation, while ensuring full compliance with statutory duties, the Government Code of Guidance, relevant case law, and best practice.
- 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 Accommodation Team 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 Homelessness Team's 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 Procedures relevant to own service area, and across the Residents Services directorate. Also, cross council Policies and Procedures where they relate to homelessness accommodation as directed by the Head of Allocations and Accommodation.
- Deliver regular 1:1s, performance appraisals, team meetings and structured supervision to support high standards of practice.
- Manage sickness absence, conduct and capability concerns in line with HR policy, taking timely action to maintain performance and wellbeing.

- Ensure all new staff receive a comprehensive induction, onboarding programme and role specific training.

3. Operational Service Delivery

Operational Leadership & Service Delivery

- Lead the day-to-day operational management of the Accommodation and Home Finder teams, ensuring high-quality, customer focused delivery of frontline services.
- Oversee casework management standards, ensuring timely decisions, accurate assessments, and consistent professional practice.
- Develop, implement and monitor clear operational procedures, workflows and service standards to achieve continuous improvement.
- Ensure the service meets all statutory duties related to temporary accommodation, placements, property standards, and tenancy/licence management.
- Maintain a strong culture of customer focus across all staff, ensuring excellent access to services and proactive communication with residents.

Property Procurement, Standards & Contract Management

- Review, negotiate, and finalise lease terms for large accommodation providers, ensuring compliance with procurement and financial regulations.
- Operationally deliver the Accommodation Leasing Programme (ALP), securing new leased properties and ensuring the programme progresses in line with annual targets and compliance requirements.
- Manage the operational process for lease transfers, ensuring all approvals, legal checks, financial assessments and handover activities are completed accurately, efficiently and within required timescales.
- Manage the procurement and onboarding of private sector properties in partnership with third party suppliers and agents.
- Set and monitor performance targets and service-level expectations for suppliers and landlords.
- Ensure all temporary accommodation (B&B, PSL, hostels, stage 2) meets statutory health and safety standards, including HHSRS, fire safety, and licence conditions.
- Lead regular inspections, occupancy checks and compliance monitoring across all accommodation types.
- Work with asset management and compliance teams to review property use and maintain high safety and quality standards.

Fire Risk, Health & Safety and Compliance

- Accountability for compliance on all Private Rented Sector and Temporary Accommodation.
- Manage the Fire Risk Assessment (FRA) programme for hostel based temporary accommodation including private rented sector accommodation, and temporary accommodation, ensuring timely actions, recording, monitoring and resolution.
- Liaise with the Compliance Team to ensure assessments reflect best practice and meet legal requirements.
- Ensure teams enforce licence and tenancy conditions robustly, including issues related to safety, overcrowding and anti-social behaviour.

Landlord & Resident Relationship Management

- Ensure residents receive all relevant information about their accommodation, rent and charges, licence conditions and rights/responsibilities.
- Ensure staff provide a visible and approachable presence across all TA, including regular property visits, engagement sessions, and issue resolution.
- Oversee delivery of post letting services and landlord support schemes to encourage retention and long-term supply.
- Promote positive resident engagement, supporting people to maintain licences, improve life skills, and sustain future tenancies.

Case Management: ASB, Vulnerability & Support Needs

- Oversee complex case management related to nuisance, ASB, safeguarding and vulnerability.
- Ensure teams work proactively with statutory services, voluntary sector partners and health/social care agencies to resolve issues and support households.
- Provide an escalation point for contentious or high risk cases and complaints.
- Promote early intervention and tenancy sustainment approaches across all casework.

Partnership Working & Cross Council Collaboration

- Work collaboratively with internal departments (homelessness, asset management, legal, finance, safeguarding) and external agencies.
- Build links that strengthen pathway planning, tenancy sustainment, wellbeing support and access to employment or training.
- Manage relationships with third party security providers, including overseeing out of hours contracts and performance.

Reporting, Governance & Decision Making

- Prepare reports and briefings for senior leaders, members, scrutiny committees and internal governance boards.
- Provide professional, confidential advice to elected members and chief officers.
- Authorise terminations of residency where serious breaches occur, working with Legal Services as required.
- Act as a professional witness in litigation or enforcement actions when necessary.

Complaints, Enquiries & Governance

- Lead on complex complaints, MP and Member Enquiries, Ombudsman cases and judicial reviews relating to allocations decisions.
- Undertake detailed investigations into background and causes of complaints to identify failures within the allocations process.

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.
- 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 operational 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

- Hold day-to-day financial responsibility for Accommodation and Homefinder Services budgets, including incentives budgets, ensuring spend is controlled and aligns with audit requirements.
- Monitor financial forecasts, identify pressures early, and implement cost reduction or efficiency measures where needed.
- Ensure all procured accommodation and incentives represent value for money and comply with financial governance.
- 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.
- Work closely with the Head of Allocations and Accommodation 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.
- 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 operational 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.
- 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.
- 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.

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 Head of Allocations and Accommodation 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.
- 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 Key Performance Indicator's (KPI's) as part of the assigned work programme, monitoring non-performance and outlining actions for improvement. Working closely with the Business Intelligence Team to utilise Power Bi as required.
- 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.

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

Service Manager Accommodation

This person specification will be used for recruitment to this vacancy of **Service Manager Accommodation** 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 to demonstrate significant comparable experience.	□	
commensurate with the role such as ILM. Or relevant	□	
equivalent management experience. Qualification (PRINCE2, APM, APMG, other appropriate accreditation).	□	

Evidence of continuing professional development.	☐	
Membership in a relevant professional body, such as Chartered Institute of Housing.		☐
2. STATUTORY or ROLE SPECIFIC REQUIREMENTS	ESSENTIAL ☐	DESIRABLE ☐
Able and willing to work outside normal office including attendance at evening and weekend meetings and events as required. Including working flexibly from designated local hubs as part of regular working arrangements.	☐	
the Emergency Out of Hours Housing Service, offering housing advice and sourcing emergency accommodation, if required.	☐	
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 achievement as a Service Manager in a large, complex organisation.	☐	
significant complex budgets, and developing financial mitigations, within a challenging public sector environment.	☐	
schemes and initiatives.	☐	
Excellent written and oral communication skills the ability to prepare and present reports and to communicate with staff and stakeholders at all levels.	☐	
Proven track record of providing exceptional service consistently meets both customer expectations and organisational goals.	☐	
develop effective work programmes, ensuring timely delivery within budget constraints.	☐	
Able to establish and uphold efficient procedures systems, leading to the achievement and exceeding of service KPIs.	☐	
team and service performance, making timely interventions and taking prompt action to ensure high performance delivery.	☐	
effective policies and procedures.	☐	

Demonstrable experience of excellence in management, including the strategic creation and development of comprehensive training plans.	□	
Strong strategic thinking and problem-solving with a proven track record of developing and implementing effective strategies to enhance service delivery and achieve objectives.	□	
Demonstratable experience in managing projects inception to completion, ensuring objectives are met on	□	
time and within budget. effective working relationships with colleagues across the	□	
Council and partners.	ESSENTIAL □	DESIRABLE □
Comprehensive knowledge of the relevant relating to the housing register and the allocation scheme such as a) Housing Act 1996 (as amended) C.52 Part VI The Housing Register, The Allocation Scheme, Supplementary; b) Homelessness Reduction Act 2017, and, c) Allocation of Accommodation: Guidance for Local Authorities, Ministry of Housing, Communities and Local Government.	□	
Knowledge of case law.	□	
Comprehensive knowledge of procurement robust contract management processes, and compliance	□	
with all related financial and legal frameworks. framework, including legislation, Suitability Order, prevention, relief, main duties, TA duties, and accommodation offers.	□	
Ability to negotiate leases effectively, apply procurement methods, and manage contracts in line with financial and legal requirements.	□	
homelessness, as well as homelessness legislation and the relevant Codes of Guidance.	□	
Understanding of the local government framework and governance.	□	
Ability to use management information to judge performance and to devise and implement service improvement strategies.	□	
Proficient in using all Microsoft Office applications.	□	
Significant knowledge and experience of housing homelessness IT systems including the design and implementation.	□	

Strong persuasion, diplomacy, and motivational skills.	□	
Ability to manage a high degree of organisational informational complexity and the ability to translate and analyse complex data into understandable information.	□	
Ability to contribute and lead on the operational of the service, and cross cutting initiatives across the Council in relation to government policies, local issues	□	
and emerging trends. and sensitively with specialist homelessness cases in a professional context.	□	
Ability to write comprehensive reports, and for formal decision making and scrutiny committees.	□	
Capability to challenge the status quo, pursue 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.