



HILLINGDON

LONDON

Job Profile

August 2025

JOB TITLE:	Lettings Team Manager
GRADE:	POC
POST NO:	Post specific
JOB TIER:	3
DBS CHECK:	Enhanced
DIRECTORATE:	Residents Services
SERVICE:	Housing Needs and Homelessness
Reports to:	Allocation Service Manager
Direct Reports:	Up to 5
Indirect Reports:	Post specific

The Lettings Team Manager will lead a team responsible for the end to end management of the Council Housing allocations process including managing the Council's housing register, assessing housing applications, voids process, Downsizing and Under Occupation and allocating properties in line with the Council's Housing Allocations Policy. This includes overseeing the verification of applications, ensuring compliance with statutory requirements and internal policies, and maintaining accurate and up-to-date records.

The role also involves driving service improvements, planning and allocating resources effectively, and ensuring that housing allocations are delivered efficiently and fairly. The manager plays a key role in understanding how the allocations function impacts and interacts with other housing and support services, contributing to a joined-up approach to meeting housing needs across the borough.

The Housing Allocations Manager will have management responsibility for the following functions.

- Customer Service

- Applications
- Banding Assessments
- Change of Circumstances
- Verification
- Choice Based Lettings Scheme
- Direct Offers
- Registered Provider Nominations
- Verifications
- Shortlife
- Discharge of Duty
- End to end voids process
- Complaints co-ordination and lessons learnt.
- Downsizing and Under Occupation
- Statutory homelessness reviews requested under S202 of the Housing Act 1996 Part VII as amended by the Homelessness Act 2002.

A . J ob Des cr iption

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 and lead as required on the delivery of the five commitments to residents from the Council Strategy.
- Accountable for the provision of an efficient, effective and resident focused service to residents.
- Act as operational lead on maximising the potential for 'self-service' options and automation across the service.
- Positively influence the resident experience and journey using learning and feedback mechanisms.

2. People Management

- To be responsible for the selection, development and performance of the Housing Allocations Team in line with the Council's HR policies.
- To ensure all team members receive the appropriate level of communication to maintain engagement with the Council's vision, priorities and activities.
- Lead, inspire, and develop the Housing Allocations Team 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 within the Housing Allocations Team are knowledgeable about relevant legislation, updated on best practices and case law developments.
- Manage and develop the Housing Allocations Team by conducting regular supervision, 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).
- To ensure officers are rigorous in the recording of data on IT systems to ensure accurate statistical data is reported and maintained.
- Develop and drive a performance culture with a focus on continuous improvement, accountability and personal responsibility.
- 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 innovation and 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

- Lead the efficient and effective management of the Council's Housing Register, ensuring the fair and transparent allocation of secure social housing, nominations to Registered Providers, and access to other housing options, all in line with the Council's Social Housing Allocations Policy, national regulations and statutory guidance.
- Ensure the Housing Allocations Team delivers a high-quality, customer-centred service that prioritises the needs of individuals and families facing homelessness—recognising their vulnerabilities and complex circumstances. This will be achieved through full legal compliance and the application of case law, while actively pursuing innovative and flexible solutions to prevent and relieve homelessness.

- Ensure all relevant data attributes are accurately recorded to support Central Government statistical returns and reporting requirements related to the Housing Register and Allocations.
- Ensure Council and registered provider properties are allocated in accordance with the Council's housing allocations policy, verifying applications at the point of offer or nomination.
- Manage the Choice Based Lettings Scheme ensuring that it is running efficiently and between the agreed dates.
- Ensure adequate daily staff coverage across the service, and ensure all enquiries are responded to promptly and professionally. Be available to work outside normal office hours when required to support service continuity.
- Ensure staff consistently use the Housing IT systems to record clear, evidence-based, and timely information, maintaining accurate and up-to-date customer records to support effective service delivery and reporting. Promote full compliance with General Data Protection Regulation (GDPR), ensuring all team members adhere to data protection standards when collecting, recording, and handling personal information.
- To maintain in-depth and specialist knowledge of housing legislation, case law, and statutory guidance, as well as local and national housing policies, in order to provide expert advice and support to staff, colleagues, elected Members, partners, and stakeholders.
- To develop and maintain robust performance management frameworks, ensuring timely and appropriate corrective actions are taken when necessary. Responsible for collecting and analysing performance data to inform reports, briefings, and strategic decision-making.
- Lead on the Housing Register reviews as required, ensuring they are completed within defined timescales and in accordance with all relevant legal requirements and factual considerations. In cases where review decisions are subject to Judicial Review, collaborate with Legal Services and ensure all documentation is prepared accurately and in line with statutory guidance and procedural standards.
- Produce statistical reports and compile data submissions required for Central Government reporting, ensuring accuracy and compliance with reporting standards.
- Lead and direct the Complaints Co-ordinator to investigate, collate and draft responses to Complaints, Member Enquiries, Freedom of Information Requests, and contribute to Ombudsman investigations in order to create an environment of continual learning and service improvement. Ensure compliance with Corporate Standards. Ensure the service adopts a lessons learnt approach to complaints management.

- To support the work on audits of housing application decisions to detect and prevent fraud, ensure consistency and fairness in decision-making, and identify training needs to support continuous service improvement.
- To foster strong partnerships with internal departments, government agencies, non-profits, and community organisations to enhance service delivery and ensure housing needs are effectively understood and addressed.
- To prepare comprehensive reports, briefing notes, and presentations for meetings and Council committee meetings with detailed analysis and insights; and collaborate with Line Manager to ensure all documentation aligns with organisational standards and informs effective decision-making.
- Support Line Manager in the development of the Council's strategies, policies, and procedures relating to housing allocations, housing advice, and the management of the housing register.
- To identify, evaluate, and manage risks in line with the Council's risk management policies, frameworks, and local risk register, ensuring effective service delivery and the prompt escalation of significant risks to Line Manager.
- Lead on effectively promoting and maintaining strong partnership working. This will include working with a wide range of internal services, stakeholders, registered providers, partner agencies and other external bodies.
- Develop and deliver training sessions and briefings to internal teams and external partners—including Adult Social Care & Health, Children's Services the Resident Hub, and Private Registered Providers—on the lettings and housing allocations process to ensure consistent understanding and effective collaboration.
- To lead on the production, content and design of all forms and information on the website ensuring that it is kept updated when changes are made, or new legislation applies.
- Manage voids by directing and leading the Voids Project Officer to manage the end to end process for this function efficiently and within timescales.
- Manage the Downsizing and Under Occupation functions by leading the Downsizing and Under Occupation Caseworker, delivering a cost-effective, case-managed service to local residents who are under occupying their properties, in order to bring homes back into circulation for families in temporary accommodation.
- Manage the statutory reviews of Council decisions related to Housing and Homelessness, by leading the Case Review and Improvement Officer. To ensure full compliance with relevant legislation and aligning with the overarching goal of preventing or alleviating homelessness.

- Act as a key liaison between the service and elected Members by delivering clear, timely updates on service performance and sensitive issues. Provide strategic support to Line Manager in managing political relationships, while representing the Council professionally at internal and external meetings and events.
- 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.
- 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.
- Work with Line Manager and the Finance team, to 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.
- 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 Housing Allocations 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.
- 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 drive operational excellence in the area of the Housing Register and Allocations by leading continuous improvement initiatives and projects and working collaboratively across departments to support property acquisition and housing supply projects.

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, RSLs, Health, Home Office, Third Sector 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 Residents Services 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 Allocations and Accommodation as required.
- Contribute to and lead on the delivery 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 . P e r s o n S p e c i f i c a t i o n

Housing Allocations Manager

This person specification will be used for recruitment to this vacancy of **Housing Allocations 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.

1. QUALIFICATIONS	ESSENTIAL □	DESIRABLE □
Educated to degree level in a relevant discipline or to demonstrate significant comparable	□	
experience. commensurate with the role or be working towards / willing to obtain a management qualification. Or relevant equivalent management experience.	□	
Evidence of continuing professional development.	□	
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.	□	
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 □
Significant experience in housing with a track record delivering successful housing allocation and accommodation solutions. Working in an environment of high levels of demand, significant time pressures and conflicting priorities.	□	

Experience of managing front line housing staff or staff supervision.	□	
Experience of collecting data, running reports, producing complex management information and performance indicators.	□	
management methodology.	□	
Experience in researching, interpreting and complex legislation and policy.	□	
Proven ability to analyse, problem-solve and respond requests and understanding of when to escalate a case.	□	
experience of dealing with more complex cases and providing multi-disciplinary support.	□	
disciplinary environment and in partnership with other agencies such as RSLs to meet resident needs.	□	
residents.	□	
4. KNOWLEDGE & SKILLS	ESSENTIAL □	DESIRABLE □
Knowledge and understanding of the legal, political, operational frameworks governing the management of housing registers and the allocation of Council and social housing.	□	
Part 6 and the Homelessness Reduction Act 2017, and associated legislation and guidance.	□	
Extensive knowledge of housing needs issues, homelessness prevention, housing options, and advice.	□	
that effectively manage housing allocations and accommodation services, aligning with organisational goals, legislative requirements, and evolving housing needs.	□	
Possess effective management skills with the ability build and maintain a supportive working environment and deliver effective case management supervision.	□	
negotiating skills with a variety of stakeholders, at all levels on issues of complexity and sensitivity.	□	
Ability to effectively communicate verbally and in writing to a range of audiences including residents, advocates, Councillors, MPs, external partners and stakeholders, including the ability to write clear and concise decision letters and reports.	□	
related to the Housing Register and Allocations	□	

and

wider functions within the Housing Needs/Homelessness Service.		
supply issues at both local and regional levels.	☐	
Proven ability to share knowledge, skills, and practices within the service area to ensure continuous improvement and effective service delivery.	☐	
management skills.	☐	
Ability to chair meetings and represent the Council a range of professional meetings.	☐	
Proven ability to take control of challenging with customers and external agencies, including diffusing and managing difficult, demanding, and challenging customer behaviour.	☐	
applications, including use of databases.	☐	
Proven ability to work independently and as part of team, efficiently managing workloads, prioritising tasks, and adopting a flexible approach to changing and competing demands.	☐	

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.