



HILLINGDON

LONDON

Job Profile

JOB TITLE:	Allocations Service Manager
GRADE:	POF
POST NO:	Post specific
JOB TIER:	3
DBS CHECK:	Basic
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 Allocations is responsible for leading and managing the council's Housing Allocations service to ensure that social housing is allocated consistently, transparently, and in full accordance with statutory requirements, the Housing Allocations Policy, and agreed service standards. The role provides strategic and operational leadership to the Housing Allocations Team, driving continuous improvement to ensure the service remains fit for purpose, compliant with legislation, and aligned with government guidance.

A key function of the role is to manage the day-to-day operation of nominations agreements. This includes monitoring compliance, coordinating any variations to Nominations Agreements (NAVs), and ensuring that void properties are filled efficiently. The postholder will also provide operational leadership for MTFs related allocation projects and initiatives, contributing to the council's Medium Term Financial Strategy (MTFS) by ensuring that all allocations activity effectively supports corporate priorities.

The role maintains strong working relationships with internal teams and external partners, especially housing associations and other Registered Providers, to ensure a joined up and timely approach to allocating social tenancies. This includes supporting the onboarding of new Registered Providers, securing nomination rights, and establishing clear operational arrangements. The postholder acts as the main point of contact for partner organisations and resolves any operational issues related to allocations.

The Service Manager provides leadership and oversight of all allocation's panels—such as supported housing panels, leaving care panels, and the discretionary housing panel—ensuring that each panel operates effectively, makes consistent and transparent decisions, and delivers outcomes that meet service objectives. The role is responsible for delivering a high quality, responsive service to customers by maintaining corporate communication standards, ensuring timely responses, and keeping all communication materials up to date.

In addition, the Service Manager contributes to the delivery of the council's strategic priorities, including the Corporate Plan, Service Plan, and Homelessness Strategy, by supporting increased homelessness prevention and reducing the number of households in temporary accommodation.

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 Housing Allocations, 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.
- Ensure residents receive accurate, timely and legally compliant housing advice, including clear explanation of housing options, prevention pathways, and statutory homelessness duties.
- Ensure the Housing Allocations Team delivers 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 Housing Allocations 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 Housing Allocations 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

Core Housing Allocations Responsibilities

- Lead and be accountable for all aspects of the housing register and housing allocations functions, ensuring applications are processed and assessed within agreed time scales and in line with policies and procedures.
- Assess housing register applications by reviewing applicants' personal circumstances—including medical needs—against eligibility criteria and the points based scheme.
- Oversee home visits and applicant interviews, verifying information where required.
- Work collaboratively with support agencies and external organisations to complete eligibility checks and make referrals where additional needs are identified.
- Maintain and oversee the ongoing management of the housing and transfer registers, ensuring applications are regularly reviewed, updated, and communicated to applicants.
- Oversee the nomination process for available housing association properties, ensuring robust checks are completed for every nomination and all procedures are followed appropriately.
- Hold and manage a caseload of complex housing register applications, providing expert assessment and decision making.
- Ensure housing allocations are made in accordance with the council's Social Housing Allocations Policy.
- Work closely with internal teams (e.g., Corporate Fraud Team) to ensure robust verification processes are in place for allocation decisions.
- Manage and deliver panels that enable key groups to access suitable housing, ensuring consistent and transparent allocation decisions.
- Be responsible for placing households into emergency accommodation, including those referred by social care services.
- Proactively manage the housing allocation process to minimise void and re-let times
- Develop and implement creative strategies to reduce re-let times in council housing and temporary accommodation.
- Ensure officers correctly and accurately progress property allocations—and, when providing management cover, assess housing registration applications—within their teams. This includes ensuring the Council meets its statutory duties under the relevant policies and legislation outlined in the job summary, that Government Code of Guidance timescales and local key performance measures are achieved, and that high quality casework is consistently delivered.
- Lead the day to day operational management of the Council's Choice Based Lettings (CBL) scheme, ensuring it is delivered efficiently, transparently, and in accordance with the Council's Allocations Policy and statutory guidance.
- To carry out statutory reviews of original decisions made under Parts 6 and 7 of the Housing Act 1996 (as amended), ensuring all review outcomes are fully

compliant with legislation, current case law, and policy, and are issued within required targets and statutory timeframes.

Housing Register & Casework Governance

- Ensure consistent and effective case recording across the Allocations function.
- Ensure systems are in place to provide assurance that standards for allocations and register management are met.
- Maintain Up to Date knowledge of legislation, policy, procedures and case law relating to housing allocations and Housing Act 1996 Part VI.
- Provide advice, reports and presentations to senior leaders, and Councillors on policy developments related to housing allocations.
- Identify and refer potential fraud cases to the relevant investigation services and follow up as necessary.
- Review and update the Housing Allocations Policy to ensure legal compliance and alignment with council objectives. Implement any agreed policy changes by updating systems, processes, and internal and external communications.

MoveOn & Allocations Linked Duties

- Proactively manage casework to move clients from temporary accommodation into longer-term suitable homes, using both social housing allocations and PRS options.
- Ensure suitable housing solutions are delivered for residents with complex needs, using the Allocations Policy appropriately and consistently.
- Engage with Adult Social Care and Children's Services to deliver a seamless allocations-related service.

Partnership & Procurement (Allocations Related)

- Develop and maintain relationships with private landlords, letting agents and property owners to secure privately rented options for households in housing need, supporting allocations and move-on pathways.
- Promote the Council's procurement and housing pathways offer at landlord forums, trade events and partner meetings.

Performance, Monitoring & Oversight

- Analyse and use data to set team-specific targets relating to allocations, voids, re-lets, and register processing times.
- Monitor performance, identify risks, and implement mitigating actions specifically in relation to allocations and register management functions.
- Ensure financial monitoring and evaluation processes capture expenditure across allocations and re-housing services.

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

- Budget management responsibility for the service area ensuring effective monitoring on Oracle on allocated workforce budget and operational budgets. Ensure spend against forecast and payments are accurately recorded within audit guidelines.
- 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 Allocations

This person specification will be used for recruitment to this vacancy of **Service Manager Allocations** 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.	✓	
Ability and willingness to participate in a rota system for the Emergency Out of Hours Housing Service, offering housing advice and sourcing emergency accommodation, if required.	✓	
Contribute to and participate in Out of Hours and Emergency Response rotas for the Council, as required.	✓	

Full driving licence and use of a vehicle.		✓
3. EXPERIENCE	ESSENTIAL ✓	DESIRABLE ✓
A successful track record and background of consistent achievement as a Service Manager in a large, complex organisation.	✓	
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.	✓	
Demonstrable experience in managing projects from inception to completion, ensuring objectives are met on time and within budget.	✓	
Excellent interpersonal skills including the ability to form effective working relationships with colleagues across the Council and partners.	✓	
4. KNOWLEDGE & SKILLS	ESSENTIAL ✓	DESIRABLE ✓
Comprehensive knowledge of the relevant legislation 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.	✓	
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, as well as homelessness legislation and the 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 operational 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 write comprehensive reports, and presentations for formal decision making and scrutiny committees.	✓	
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.