



# HILLINGDON

LONDON

## Job Profile

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<b>JOB TITLE:</b>	Service Modernisation Manager
<b>GRADE:</b>	POC
<b>POST NO:</b>	Post specific
<b>JOB TIER:</b>	5 (non-management)
<b>DBS CHECK:</b>	Standard
<b>GROUP:</b>	Resident Services
<b>SERVICE:</b>	Housing Needs and Homelessness
<b>Reports to:</b>	Assistant Director of Housing Needs and Homelessness
<b>Direct Reports:</b>	None
<b>Indirect Reports:</b>	None

### Role Purpose

This post is one of three closely aligned roles within the Housing Needs and Homelessness Modernisation Programme, with all three roles working closely together to deliver the programme's objectives.

The postholder will be responsible for coordinating and managing the governance and business management activities of the Housing Needs and Homelessness Modernisation Programme, while also leading the delivery of a small number of defined modernisation projects.

The role will ensure that programme governance arrangements operate effectively and in line with agreed structures. This includes scheduling and coordinating programme operational groups and workstream meetings; preparing and circulating

agendas and papers; maintaining action, decision, risk and escalation logs; and ensuring accurate and timely records of meetings are kept.

Working under the direction of the Assistant Director – Housing Needs and Homelessness, the postholder will maintain firm oversight of delivery across all workstreams. This will include proactively chasing updates from responsible officers, monitoring progress against agreed actions, milestones and deadlines, and exercising the confidence and resilience required to robustly challenge workstream leads – including Heads of Service and senior officers – where delivery is slipping or performance is offtrack, escalating issues through agreed governance routes as required.

The role will provide consistent business management support to the programme, ensuring that reporting cycles, performance updates and governance documentation are completed on time and to an appropriate standard. This includes coordinating monthly and quarterly status reports, end-of-year reporting, maintaining programme and action trackers, and ensuring alignment between workstream activity, MTFS delivery requirements and agreed reporting frameworks.

In addition to programme business management responsibilities, the postholder will lead on the planning and delivery of specific modernisation projects as agreed with the Assistant Director, operating within the established programme governance framework.

The postholder will act as a central coordination and assurance point for the programme, supporting effective communication between workstream leads, senior managers, the Cabinet Member and corporate colleagues, and ensuring that governance processes provide clear grip, accountability and a robust audit trail for decision-making.

## **A. Job Description**

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### **1. Resident & Community Contribution**

- To demonstrate understanding of the Council's *Customer Care Standards* and ensure that these standards are met in order to deliver the Council vision of *'putting our residents first'*.
- Contribute to the delivery of the five commitments to residents from the Council Strategy.
- To ensure that the resident perspective is central to outcomes delivered via project and improvement workstreams.

## **2. People Management**

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

## **3. Operational Service Delivery**

### **Business Management Functions**

- Coordinating and administering workstream meetings and operational groups, including scheduling meetings, preparing and circulating agendas and papers, and ensuring accurate and timely records of meetings are maintained. This will include stakeholder meetings such as the Landlord Forum and Housing Conferences as required.
- Maintaining programme wide action logs, decision logs, risk registers and escalation logs, ensuring actions are clearly assigned, tracked, progressed and formally closed.
- Proactively chasing updates from responsible officers and workstream leads, monitoring progress against agreed milestones and deadlines, and identifying slippage, risks or issues for escalation through agreed governance routes.
- Holding workstream managers to account for the delivery of agreed actions within the Housing Needs and Homelessness Modernisation Programme by providing firm and consistent challenge, maintaining grip on deadlines, and demonstrating resilience and professionalism to ensure actions are delivered in line with agreed timescales, escalating where necessary to prevent slippage.
- Coordinating and maintaining programme level KPIs, relentlessly monitoring performance against agreed targets, and exercising the confidence, resilience and authority to robustly challenge workstream leads – including Heads of Service and senior officers – where performance is off-track, insisting on corrective action and escalating decisively through agreed governance routes to maintain grip and ensure delivery.
- Coordinating the production of regular programme reporting, including monthly status updates, performance summaries, and contributions to Cabinet Member, Corporate Director and corporate reporting as required.
- Maintaining programme trackers and business management documentation to provide a clear, accurate and auditable view of progress, dependencies and delivery against agreed objectives.

- Ensuring governance and programme documentation is version controlled, stored appropriately and accessible in line with agreed programme and audit requirements.
- Managing and maintaining the SharePoint site for the Housing Needs and Homelessness Modernisation Programme, ensuring governance papers, trackers, reports and supporting documentation are clearly structured, kept up to date and accessible to relevant stakeholders.
- Acting as a central point of coordination for governance, reporting and programme documentation queries relating to the Housing Needs and Homelessness Modernisation Programme.

### **Service Discovery/ Diagnostics**

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

### **Solution Design & Development**

- Draw up and maintain housing project plans, covering all stages of project development and delivery, requiring the co-ordination of different service areas that may have significant impact on areas of the Council’s operation and other related external services, while gaining the support of all participants through persuasion and negotiation.
- Consider the technology and resources required to support delivery models and ensure that Business Intelligence, Technology and Digital services are engaged at the right stage to help deliver this.
- Lead on drafting costed business cases, in the standard format with relevant appendices approved by Finance and HR, managing the sign off process with

internal stakeholders ready for submission for approval via the established governance arrangements.

- Lead on the production of Cabinet Member, and Cabinet Reports to engender both support and transparency with all key and high-profile project and service improvement workstreams.

### **Project Management**

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

### **Implementation and evaluation**

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

### **Change & improvement advocate**

- Accept commissions from senior managers across the Housing Needs and Homelessness Service to personally manage and complete specific tasks and workstreams which are focussed on Housing Needs and Homelessness Modernisation Programme or as part of responding to emerging and new legislation, or good practice.
- Maximise the use of horizon scanning to proactively identify emerging risks, policy changes, and regulatory requirements, and independently initiate,

deliver, and complete targeted tasks and projects that evidence housing regulatory compliance, promote good practice, and deliver positive, measurable outcomes for tenants.

- Research and evaluate emerging delivery models and best practice, ensuring the Housing Needs and Homelessness Service is able to consider all available options and prioritise a resident-focused approach when designing and delivering services.

### **Application of specialist knowledge**

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

## **5. Financial & Resource Management**

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

## 6. Service Improvement

- Manage the implementation of improvement initiatives and change programmes using the Council's Project Management, Service Improvement methodologies and operating model.
- Actively contribute to an agenda of continuous improvement within the Housing Service domain. Advocate for, champion and lead on individual initiatives and projects aimed at enhancing services.
- Be highly visible to senior managers and services across the Housing Needs and Homelessness Service and the Council, including making a significant contribution to other Council project board meetings where potential benefits to council tenants present.
- As an integral part of service improvement workstreams, provide assurance that resident focus is at the forefront of strategic and operational plans within the service to support continuous improvement and co-scrutiny.
- Build creative and effective working relationships to drive improvement and efficiency across the Council, working with strategic leads for Finance, Transformation, HR, Procurement, Communications, Legal and other functions as required. Constructively challenge senior managers to focus on mitigating business performance risks, where required.
- Contribute to the development, direction, and review of core Housing Needs and Homelessness strategies, policies, and improvement plans to ensure they remain fit for purpose, strategically aligned, compliant with statutory requirements, and demonstrate clear impact and improved outcomes for residents.
- Actively contribute to a culture of continuous improvement across the Housing Needs and Homelessness Service, advocating for, championing, and leading initiatives and projects that enhance service delivery, strengthen compliance and governance, and evidence positive outcomes for residents.
- To identify and suggest any improvements to current ways of working in order to deliver and evidence a more efficient and effective service for residents.
- Contribute to the Council's transformation agenda, leading by example and inspiring others to embrace change.
- To lead on being the critical friend to colleagues across the teams to identify gaps and service improvements and develop business cases in collaboration with the Manager to deliver change.

- Develop and implement standards and procedures to ensure adherence to all Council, regulatory, and statutory requirements. Proactively identify potential issues at an early stage to prevent, address, or escalate them effectively. Produce and deliver work items and written reports punctually, meeting required standards while ensuring accuracy and an evidence-based approach.
- Ensure that systems and processes across teams are functional, well-integrated, and optimised to maximise their capacity. Collaborate with Corporate support teams to explore automation opportunities, aiming to minimise duplication and enhance efficiency.

## **7. Contacts**

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

## **8. Additional Responsibilities**

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

- Contribute to the outcomes on the Housing and Homelessness Prevention and Rough Sleeping Review Strategies.
- Complete other reasonable tasks in order to fulfil role purpose or as instructed by management.

## 9. Key Performance Indicators

- To write, agree, deliver KPIs per project, monitoring non-conformance and outlining actions for improvement.
- Contribute to individual and team performance targets, make suggestions for service improvements to ensure the delivery of excellent housing services, which deliver value for money.
- Contribute to the delivery of the Medium-Term Financial Strategy Measures (TSMs).
- Deliver the agreed Personal Performance Appraisal Objectives.

**This profile and job description is not intended to be an exhaustive list of duties the post holder will carry out. Other reasonable duties commensurate with the level of the post, including supporting emergency and priority situations, will form part of this role.**

## B. Person Specification

### Service Modernisation Manager

This person specification will be used for recruitment to the **Service Modernisation Manager** vacancy in LBH. It will form the basis of the application form, and candidates will be also assessed against aspects of this person specification at interview.

1. QUALIFICATIONS	ESSENTIAL	DESIRABLE
Educated to degree level in a relevant discipline or able to demonstrate significant comparable experience.	√	√
Project, Change or Governance Management qualification (e.g. PRINCE2, APM, APMG or other appropriate accreditation) or demonstrable equivalent experience in programme governance, business management and project delivery.	√	
Evidence of continuing professional development	√	
2. STATUTORY or ROLE SPECIFIC REQUIREMENTS	ESSENTIAL	DESIRABLE
Ability to work flexibly to meet the needs of the Service.	√	√

Comply with and promote the Council's Equal Opportunities Policy.	√	
<b>3. EXPERIENCE</b>	<b>ESSENTIAL</b> √	<b>DESIRABLE</b> √
Experience of working in a business management and governance role, supporting programme delivery through effective coordination, reporting and accountability.	√	
Experience of coordinating formal governance arrangements, including programme boards, operational groups and workstream meetings.	√	
Experience of maintaining and managing programme-level action logs, risk registers, decision logs and escalation logs.	√	
Experience of tracking delivery against agreed actions, milestones and deadlines across multiple teams or workstreams.	√	
Experience of coordinating regular reporting cycles, including monthly or quarterly performance or programme status reports.	√	
Experience of running successful programmes and projects which have driven or led to service improvements and/or change, managing risk and assurance programmes and delivering effective governance.	√	
Demonstrable exceptional leadership and management abilities, inspiring, motivating, and energising teams and employees while fostering a culture aligned with the organisation's vision, values, and behaviours.	√	
Experience of working with one or more change models.	√	
Experience of effectively influencing, negotiating and networking with a wide range of senior managers and other stakeholders.	√	
Working effectively under pressure, to prioritise and manage deadlines and demonstrate sound judgement and political awareness.	√	
Experience of producing reports and business cases for senior management and Members outlining recommended course of action supported by coherent and robust analysis.	√	

Experience of working in the public sector delivering a wide range of services.	√	
<b>4. KNOWLEDGE &amp; SKILLS</b>	<b>ESSENTIAL</b> √	<b>DESIRABLE</b> √
High level of knowledge of own specialism and a strong working knowledge of a range of other cross cutting service delivery areas.	√	
Strong data and analytical skills, with the ability to interpret performance data and KPIs, identify trends, risks and under-performance, and use data confidently to challenge workstream leads, support decision-making and drive delivery through governance.	√	
Demonstrable project management delivery that goes beyond an understanding of the theory and project administration.	√	
An up-to-date knowledge of the changing face of local government and possible alternative service delivery methods.	√	
Strong analytical skills: able to gather data and read the results with insight.	√	
Ability to facilitate workshops, focus groups, stakeholder events, surveys and interviews.	√	
Ability to produce agreed actions plans with accountability for actions.	√	
Good understanding of the political context at a local level and working with Members in a constructive and sensitive way.	√	
Knowledge of local government governance and democratic processes.	√	
Knowledge of diagnostic approaches with ability to evaluate complex systems and processes without holding subject matter expertise.	√	
Strong customer service ethos - understands the wider context of putting residents first.	√	
Financial acumen and reasoning, used to working with significant budgets.	√	
The interpersonal skills necessary to ensure that business change and improvement are viewed positively, and gain buy in from those involved.	√	
Ability to use Microsoft packages such as Word, Excel, PowerPoint, Outlook, and MS Forms proficiently.	√	

## **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.