



# HILLINGDON

LONDON

## Job Profile

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<b>JOB TITLE:</b>	Homelessness Service Manager
<b>GRADE:</b>	POF
<b>POST NO:</b>	Post specific
<b>JOB TIER:</b>	3
<b>DBS CHECK:</b>	Basic
<b>DIRECTORATE:</b>	Residents Services
<b>SERVICE:</b>	Housing Needs and Homelessness
<b>Reports to:</b>	Head of Homelessness Services
<b>Direct Reports:</b>	4
<b>Indirect Reports:</b>	25

### **ROLE PURPOSE:**

This role will have operational accountability for prevention and relieving homelessness for either families or specialist.

The Service Manager for Homelessness will provide operational leadership and oversight for the council's frontline homelessness services, ensuring high quality, consistent and resident focused service delivery. This includes responsibility for delivering advice and statutory homelessness assessments, preventing homelessness, and ensuring the effective resolution of accepted homeless cases.

The post holder will lead multiple operational teams, embedding strong practice, clear procedures, and a culture of continuous improvement. They will ensure the service delivers accurate statutory homelessness assessments, robust case management, timely case escalations, and effective prevention activity. This includes leading the development, implementation and review of policies, procedures and operational standards to ensure compliance with legislation and best practice. The

role also requires working closely with social care services—particularly Adult and Children’s Social Care—to support move on for families and to understand the wider impact of homelessness decisions on other key service areas.

The post holder will lead cross council and multiagency collaboration, working with internal and external partners at local and subregional levels to resolve complex cases, improve pathways, and support residents into sustainable accommodation. They will represent the service at operational boards and partnership meetings, ensuring homelessness considerations are embedded within broader corporate priorities.

In addition, the Service Manager will oversee key grant funded programmes, including grant management, performance monitoring, delivery oversight, and the preparation of reports. They will ensure accurate service data is captured and analysed to support performance management, contribute to MTFs planning, inform service design, and underpin strategic 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’.
- Lead the prioritisation of resident needs to drive the Council’s service transformation related to Homelessness and Homelessness Prevention, 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.
- 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 four front line Homelessness Team’s in line with the Council’s HR policies.

- To ensure all team members within the service receive the appropriate level of communication to maintain engagement with the Council's vision, priorities and activities.
- To be responsible for maintaining a safe and healthy working environment in line with Health & Safety at Work Act (1974).
- Champion innovation and creativity in service delivery by critically assessing and challenging current practices. Develop employees to foster a culture where they feel empowered to generate imaginative and effective solutions.
- Establish and convey a clear direction and purpose for staff at all levels, aligned with the Council's strategic aims and ambitions. Lead, guide, coach, mentor and inspire individuals within the 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 Needs and Homelessness as directed by the Head of Homelessness.
- 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 & Direction**

- Provide clear operational leadership to the council's Homelessness Service, setting priorities and performance expectations aligned to corporate objectives and statutory duties.
- Ensure homelessness cases are assessed promptly and appropriately through an effective triage service.
- Maintain a strong focus on crisis management and proactive, upstream prevention activity.
- Develop, support and promote an inclusive, multiagency, problem-solving approach to tackling, preventing and reducing homelessness.
- Increase efficiency and improve outcomes for people who are homeless or at risk, while achieving better value for money.

- Contribute positively to the development of new working practices and initiatives that support early intervention and upstream prevention.
- Help improve existing practices to prevent homelessness at the earliest stage, provide settled housing solutions and minimise reliance on temporary accommodation.
- Lead the development and delivery of homelessness prevention and relief strategies, ensuring the service fulfils all responsibilities under the Housing Act 1996 (Part VII) and related legislation.
- Act as the Council's principal expert on homelessness, advising senior leaders, Members and partners on policy, legislation, risk, service pressures and strategic opportunities.
- Manage the operational delivery of refugee resettlement schemes, tenancy sustainment pathways for rough sleepers, and emergency financial assistance schemes, ensuring strong governance and alignment with local priorities.
- Operational management of outreach and locality-based service delivery models to ensure accessible, equitable homelessness support across the borough.
- Ensure all homelessness functions, assessments, decisions and casework practices across the service are fully compliant with the Housing Act 1996 (as amended), the Homelessness Reduction Act 2017, relevant case law, statutory instruments, and the Homelessness Code of Guidance.
- Ensure legislation, statutory guidance, corporate policies and procedures are applied consistently and transparently across all operational teams.

### **Operational Oversight & Performance Management**

- Ensure high-quality, legally compliant homelessness decision-making and casework across the service, including oversight of complex cases, legal challenges, judicial reviews and Ombudsman investigations.
- Provide strategic oversight of caseloads, demand flows, and operational capacity, ensuring balanced workloads, timely decisions and consistently high service standards.
- Lead the development and use of performance frameworks, data systems and insight tools to understand demand, reduce reliance on temporary accommodation (TA), drive improvement and inform strategic planning.
- Oversee accurate and timely statutory data returns to MHCLG, the GLA and other bodies.
- Ensure robust compliance with legislation, policy, and enforcement functions, including ensuring decision-making standards meet legal and ethical expectations.
- Ensure all casework information is recorded accurately within homelessness IT systems to support statutory returns, government reporting, audits and performance monitoring.

- Ensure public facing service information, including online content and guidance materials, is routinely reviewed and kept accurate, accessible and up to date.

### **System Leadership, Partnerships & Governance**

- Shape and maintain strong operational partnerships with Adult Social Care, Children's Services, Health, Probation, and voluntary sector partners to deliver integrated homelessness pathways and safeguard vulnerable households.
- Ensure robust governance agreements and joint protocols are in place to meet cross service statutory duties, including those relating to NRPF, refugees, asylum seekers, care leavers and high-risk households.
- Represent the service at high-risk and statutory panels including Safeguarding, MAPPA and Care Leaver boards.

### **Service Transformation & Improvement**

- Lead the implementation of the Homelessness and Housing Needs Transformation Plan, reporting progress to senior management and Members.
- Champion continuous improvement through modernisation of processes, improved customer experience, digital tools, enhanced case management practice and strengths-based approaches.

### **Commissioning, Contracts & Financial Stewardship**

- Provide operational oversight of homelessness related commissioning, market testing, contract management and provider performance, taking decisive action where standards or outcomes fall short.
- Lead the operational delivery and evaluation of homelessness grant funded programmes, ensuring impact, compliance and alignment with strategic objectives.

### **Customer Insight, Engagement & Quality**

- Champion a culture of empathy, dignity and customer care across the service, ensuring that residents' experiences, insights and feedback shape ongoing service improvements.
- Lead on the consistent and secure case management, data handling and record-keeping in line with GDPR and FOI requirements.
- Ensure complaints, Member enquiries and FOIs are resolved promptly, fairly and with learning built into continuous improvement.

## **Emergency & High-risk Operational Functions**

- Provide strategic oversight of emergency accommodation placements, out of hours homelessness arrangements and responses to high-risk, safeguarding and complex cases.
- Work flexibly in line with organisational requirements, including working from designated local hubs as part of regular working arrangements.

## **4. Service Planning & Development**

- Ensure that an annual Team Plan, aligned to the Group / Service Plan(s), is developed, agreed and communicated across the service in a timely manner.
- Ensure clear Service Level Agreements (SLA's) are in place where appropriate, covering all aspects of service delivery with performance and response levels, together with the escalation process if SLAs are not met.
- Maintain a current service workforce plan including a succession plan for all key roles within own service.
- 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 Homelessness 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 Homelessness and to carry out any other reasonable duties, commensurate with the level of the post.
- Contribute to and as required lead on the delivery of the relevant outcomes on the Housing and Homelessness Prevention and Rough Sleeping Review Strategies.
- 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 Homelessness

This person specification will be used for recruitment to this vacancy of **Service Manager Homelessness** 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.

<b>1. QUALIFICATIONS</b>	<b>ESSENTIAL</b> ✓	<b>DESIRABLE</b> ✓
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.		✓
<b>2. STATUTORY or ROLE SPECIFIC REQUIREMENTS</b>	<b>ESSENTIAL</b> ✓	<b>DESIRABLE</b> ✓
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.		✓
<b>3. EXPERIENCE</b>	<b>ESSENTIAL</b> ✓	<b>DESIRABLE</b> ✓
A successful track record and background of consistent achievement as a Service Manager in a large, complex organisation.	✓	

Experience of developing and writing successful grant funding bids to secure additional resources for housing services.	✓	
Proven experience in managing and interpreting significant complex budgets, and developing financial mitigations, within a challenging public sector environment.	✓	
Experience of financial modelling new homelessness schemes and initiatives.	✓	
Excellent written and oral communication skills including the ability to prepare and present reports and to communicate with staff and stakeholders at all levels.	✓	
Proven track record of providing exceptional service that consistently meets both customer expectations and organisational goals.	✓	
Proven ability to prioritise departmental tasks and develop effective work programmes, ensuring timely delivery within budget constraints.	✓	
Able to establish and uphold efficient procedures and systems, leading to the achievement and exceeding of service KPIs.	✓	
Ability to consistently assess and manage individual, team and service performance, making timely interventions and taking prompt action to ensure high performance delivery.	✓	
Proven ability to develop, review, and implement effective policies and procedures.	✓	
Demonstrable experience of excellence in line management, including the strategic creation and development of comprehensive training plans.	✓	
Strong strategic thinking and problem-solving abilities, with a proven track record of developing and implementing effective strategies to enhance service delivery and achieve objectives.	✓	
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.	✓	
<b>4. KNOWLEDGE &amp; SKILLS</b>	<b>ESSENTIAL</b> ✓	<b>DESIRABLE</b> ✓
Significant knowledge of homelessness legislation, case law and Government guidance in relation to: <ul style="list-style-type: none"> <li>• Housing Advice</li> <li>• Homelessness</li> <li>• Housing assessments and Allocations</li> </ul>	✓	

Significant knowledge of the Homelessness Reduction Act 2017 & associated legislation and guidance.	✓	
In-depth understanding of the statutory homelessness framework, including legislation, Suitability Order, prevention, relief, main duties, TA duties, and accommodation offers.	✓	
Detailed knowledge of techniques to prevent and relieve homelessness and of homelessness legislation and relevant Codes of Guidance.	✓	
Understanding of the local government framework and its governance.	✓	
Ability to use management information to judge service performance and to devise and implement service improvement strategies.	✓	
Proficient in using all Microsoft Office applications.	✓	
Significant knowledge and experience of housing and homelessness IT systems including the design and implementation.	✓	
Strong persuasion, diplomacy, and motivational skills.	✓	
Ability to manage a high degree of organisational and informational complexity and the ability to translate and analyse complex data into understandable information.	✓	
Ability to contribute and lead on the strategic planning of the service, and cross cutting initiatives across the Council in relation to government policies, local issues and emerging trends.	✓	
Ability to chair strategic meetings and deal effectively and sensitively with specialist homelessness cases in a professional context.	✓	
Ability to write comprehensive reports, and presentation 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.