

Strategic Lead

Homelessness Rough Sleeping and
Supported Accommodation



Role Purpose

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Provide strategic leadership for assurance, performance, compliance and continuous improvement across the Housing Options and Homelessness Division. Lead the functions that support organisational effectiveness, governance, learning and service transformation.

Key Responsibilities

- Lead the Casework and Triage functions, ensuring a timely and effective front-door service for residents seeking housing assistance.
- Provide strategic oversight of homelessness prevention, relief and statutory homelessness decision making.
- Lead the Rough Sleeping function and work with partners to reduce rough sleeping and improve outcomes for vulnerable residents.
- Oversee supported accommodation and commissioning arrangements to ensure high-quality support and accommodation pathways.
- Ensure services operate in accordance with homelessness legislation, statutory guidance and safeguarding requirements.
- Develop and maintain effective partnerships with health, social care, housing providers, the voluntary sector and regional agencies.
- Drive service transformation, workforce development and continuous improvement across homelessness, rough sleeping and supported accommodation services.
- Monitor service demand, performance, quality and customer outcomes, taking action to improve effectiveness and service delivery.

Job Description

Job Title: Strategic Lead

Grade: P (£87,249 to £95,382)

Directorate: Housing and Regeneration

Service: Housing Options and Homelessness Divisional Services

Responsible To: Director of Homelessness and Housing Options

Responsible For: Whole service area with direct reports at Operational Managerial level

This post does not require a DBS check

This post does not attract essential or casual car user travel allowance

Job Summary:

The Housing Service Strategic Lead(s) will provide visible and effective leadership across the Housing Options and Homelessness Division, ensuring high performance, financial sustainability, continuous learning, delivery of value for money-outcomes and a positive organisational culture.

The postholder(s) will be accountable for working with their peers across the sector and local government, delivering innovative solutions, driving service improvement, managing people and resources, and delivering outcomes that meet the needs of residents, staff and the wider council.

Reporting to the Director of Housing Options and Homelessness, this role works closely with Elected Members and cross-sector partners to deliver high-quality, sustainable housing services.

Role Requirements:

1. Provide strategic leadership across the Housing Options and Homelessness Divisions, promoting a 'one service' ethos. Oversee all Housing Options and Homelessness functions, including all areas of homelessness, housing register, medical and allocations, and temporary accommodation procurement, finance, income collection, management and maintenance and placements and all associated functions. These will include financial and data modelling and assurance, complaints, members enquiries, FOI's, SAR's, reviews and appeals, divisional policy and projects, service planning, learning and development.

2. Lead partnership working with statutory, voluntary, and private sector organisations.
3. Define and embed organisational values, behaviours, and service outcomes aligned with council priorities.
4. Champion positive cultural change, collaboration, and trust.
5. Shape and deliver strategic housing plans that support service transformation and corporate priorities.
6. Manage workforce resources effectively, ensuring appropriate staffing structures, skills, and deployment.
7. Take a long-term strategic view, balancing operational delivery with transformation initiatives.
8. Inspire and engage colleagues, elected members, and partners to achieve positive housing outcomes.
9. Maintain up-to-date knowledge of housing and homeless legislation, statutory guidance, and case law and associated legislation and guidance regarding Safeguarding, Renters Reform Act, Supported Housing, Care Act, and associated regulatory regimes i.e. Regulator for Social Housing.
10. To champion and assist with the introduction of new IT products to reduce spend and time spent on administration to ensure that staff are delivering on high value tasks.

Corporate Responsibilities

11. Actively contribute to the council's priorities and outcomes in a way that promotes a 'one organisation' approach.
12. Develop and maintain positive relationships with colleagues, stakeholders and communities to ensure the council and the directorate strategic priorities are effectively implemented.
13. Promote equality among all staff and ensure that services are delivered in a non-discriminatory way, that is inclusive of all disadvantaged groups.
14. Support organisational change and learning, following and implementing appropriate systems of self-development, communication and engagement, quality measures, monitoring and review in delivering the functions of the role.
15. Promote sustainability, including encouraging a culture of innovation and accountability amongst all council staff.

16. Adherence to the Council's commitment to the health, safety and welfare at work policy
[The role requirements are the duties and responsibilities that are specific for each tier of staff and management are listed in the Appendices attached].
17. Deputise for the Director of Housing Options and Homelessness when required.
Provide full cover for other Strategic Leads on the same job description.

People

18. Lead, motivate and develop managers and staff to deliver high-quality, customer-focused housing options services.
19. Promote a culture of professional development, innovation, and continuous improvement across teams.
20. Address underperformance constructively, while recognising and celebrating success.
21. Communicate clearly and consistently with staff, ensuring direction, purpose and priorities are understood.
22. Actively lead on maintaining and promoting health, safety, and welfare standards for customers and the workforce/employees.
23. Establish accountability frameworks and conduct performance conversations, coaching and mentoring as required.

Finance

24. Take responsibility for service budgets, ensuring effective monitoring, control, value for money outcomes and reporting.
25. Understand and manage workforce costs, including staffing levels, vacancies and resourcing structures, to ensure efficiency and value for money.
26. Align financial planning with workforce and service needs, supporting sustainable delivery of housing options services.
27. Ensure compliance with financial regulations and corporate requirements in all budget management.
28. Use financial and performance data to inform decision-making, service improvements and resource prioritisation.

Service

29. Oversee effective delivery of Housing Needs functions, for example, Homelessness, Accommodation, Housing Register and Allocations, and Assurance and Reporting ensuring statutory compliance and high standards.
30. Champion safeguarding across housing options and homelessness division by ensuring robust policies, early identification of risk and effective partnership working to protect vulnerable adults and children and representing services on the Tower Hamlets Safeguarding Boards.
31. Drive continuous improvement, service planning, and performance management frameworks.
32. Mitigate risks and assess service impacts, especially during major incidents.

Performance

33. Takes ownership of service performance, develops service plans and performance frameworks, setting clear objectives, monitoring delivery and using data to track progress and drive continuous improvement.
34. Initiate and lead change management initiatives to enhance service quality and customer satisfaction.
35. Champion technological and system improvements to support service transformation.
36. Ensure robust reporting and governance processes are in place for all service areas.

Other Conditions:

To maintain personal and professional development to meet the changing demands of the job and participate in appropriate training/development activities including the council's 'My Annual Review' scheme. To engage and develop all staff in the team to ensure they have clear personal development plans.

Ensure that all duties and responsibilities are discharged in accordance with the council's policies and procedures, Code of Conduct and relevant regulations and legislation.

To comply with the council's equal opportunities and diversity policies ensuring anti-discriminatory practice within the service area.

To undertake additional duties that may arise from time to time commensurate with the grade of the post.

Person Specification

Person Specification for the Post of Strategic Lead

Essential Criteria (E)

Knowledge

In-depth understanding of housing legislation, homelessness guidance, allocations, and temporary accommodation.

Awareness of cross-sector partnerships, statutory obligations, and best practice in housing service delivery.

Method of Assessment: Application form, test and interview

Qualifications & Experience

Senior leadership experience in housing or related services, delivering transformation and operational excellence.

Proven experience of managing budgets, staff, and stakeholder relationships.

Track record of leading change, improving performance, and embedding organisational culture initiatives.

Professional housing qualification (e.g. CIH) or equivalent to an Ofqual regulated qualification of level 5 or higher regulated by a predecessor to Ofqual or an undergraduate degree or post graduate degree in line with MHCLG requirements or the ability to achieve one within the next two years.

Proven and broad experience of engaging senior stakeholders and navigating complex political environments.

Experience in challenging and confronting conflict, brokering solutions to achieve goals.

Experience of working effectively within a political environment, providing clear and professional advice whilst recognising and respecting the role of elected members, senior officers and external partners.

Proficiency in driving service performance and accountability for service outcomes, tracking performance indicators and applying insights to enhance delivery and impact.

Strong leadership, people management, and team-building capabilities.

Excellent analytical, negotiation, and communication skills.

Ability to work strategically and collaboratively across corporate functions.

Resilient and results-driven.

Able to consistently challenge the status quo with vision and creativity drawing on best practice and innovation and emerging trends to shape long-term strategies.

Flexible and responsive in supporting out-of-hours or emergency operations.

Committed to equality, diversity, and safeguarding vulnerable groups.

Method of Assessment: Application form, test and interview

Living the TOWER Values sets out the essential behaviours required of all staff.

They are aligned to the organisation's five TOWER Values

We work TOGETHER across boundaries and with partners to achieve the best outcomes for Tower Hamlets

Builds strong strategic relationships across the council, partner organisations and communities, creating a culture of collaboration and shared accountability to deliver improved outcomes for residents. Demonstrates corporate leadership by working beyond service boundaries and influencing across complex stakeholder environments.

We are OPEN and transparent

Leads with openness, integrity and authenticity, creating an environment where people feel informed, valued and able to contribute. Communicates complex issues clearly, encourages constructive challenge and leads teams through change with confidence and transparency.

We are WILLING to challenge, innovate and be accountable

Demonstrates courage and accountability in decision-making, challenging the status quo where necessary to improve outcomes. Promotes innovation, continuous improvement and learning, using evidence, insight and best practice to drive service transformation and organisational success.

We empower each other to be EXCELLENT and go the extra mile

Inspires high performance through clear expectations, coaching and empowerment. Creates the conditions for individuals and teams to thrive, delivers sustainable service excellence and ensures resources are used effectively to achieve the best possible outcomes for residents and the council.

We RESPECT all communities; they are the heart of everything we do

Champions equality, diversity and inclusion in all aspects of leadership and service delivery. Actively seeks to understand the needs of residents and communities, ensuring services are responsive, inclusive and focused on improving life chances and reducing inequalities.

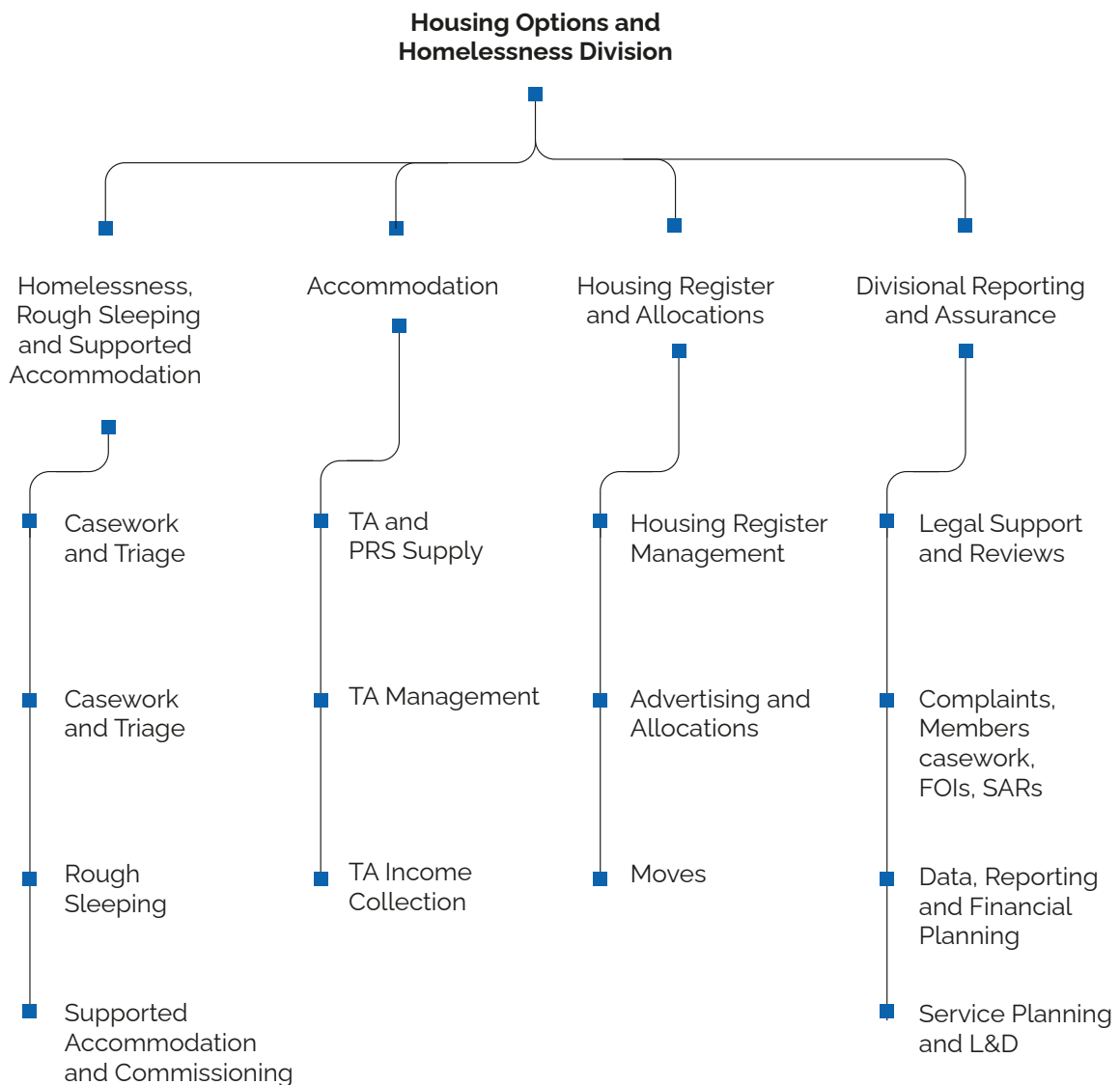
Additional Requirements

To meet exceptional business needs a willingness to work outside of contractual hours in the evenings and weekends with notice, unless there is good reason where this is not possible.

Appendix 1: Health and Safety responsibilities for:**Heads of Service/Departmental Heads (third tier) Job Descriptions****Health and safety responsibilities include:**

- arranging, where necessary, additional health and safety guidance and procedures to cover specific work activities, in addition to corporate arrangements
- holding staff accountable
- ensuring risk assessments are carried out, reviewed and shared with all appropriate staff
- ensuring staff receive adequate information, instruction, training and supervision
- cooperate with trade union/safety representatives and attend relevant meetings.

Full Service Functional Design – agreed in Phase 1



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