



Job Description

Title:	Senior Service Improvement Lead
Accountable to:	Director of Housing
Responsible for:	Leading and coordinating agreed cross-departmental service improvement projects.
Location:	Home-based, with regular travel to Life services and offices across England and Northern Ireland as required.
Contract Information:	35 hours per week. Permanent. Flexible and compressed working arrangements in line with organisational policy.
Salary:	£45,000 - £50,000 per annum, depending on experience.
Benefits:	25 days holiday plus bank holidays (pro-rotta for part-time contracts) Pension Scheme Flexible working arrangements Birthday leave after 1 years' service Paid mileage for travel to locations other than base location Access to Employee Assistance Program
Internal Relationships:	Director of Housing; Chief Executive Officer; Senior Leadership Team; Heads of Service; service managers; operational and enabling teams across Life.
External Relationships:	Clients and residents; commissioners; local authorities; contractors; consultants; partner organisations and other stakeholders relevant to agreed projects.

Main Purpose of Job

The Senior Service Improvement Lead will proactively identify, assess and recommend opportunities to improve the quality, consistency, efficiency and impact of Life's services. Working with the Director of Housing, the Director of Helpline and any other relevant service leads, the role will improve Life's Supported Housing, Helpline and Community Services, including the processes and enabling functions on which they depend. The postholder will convert agreed priorities into structured improvement projects and lead delivery from diagnosis and planning through implementation, evaluation and handover.

The Senior Service Improvement Lead will lead a prioritised programme of improvement across Life's Supported Housing, Helpline and Community Services, and the enabling processes on which those services depend. Using service data, complaints and feedback, staff expertise and the lived experience of clients and residents, the postholder will identify opportunities to improve quality, consistency, accessibility, efficiency and impact. They will convert agreed priorities into structured projects and lead delivery from diagnosis and co-design through implementation, evaluation and handover.

Based within the Housing Directorate but working across Life, the postholder will establish proportionate improvement methods that reflect the different risks and delivery models of accommodation-based, remote and community services. The role will support sustainable change while ensuring operational managers remain accountable for service delivery, professional practice, safeguarding decisions, policies, KPIs, resources and outcomes.

Role boundary: The postholder leads delivery of agreed improvement projects but does not own Life's corporate governance framework, organisation-wide performance framework or overall transformation portfolio. Operational and functional managers remain accountable for their services, policies, KPIs, complaint decisions, resources and operational outcomes.

Key Responsibilities

1. Improvement identification and portfolio management

Proactively identify and assess improvement opportunities through service reviews, data, complaints and feedback, staff and client insight, ensuring client experience informs redesign where appropriate, process observation and engagement with managers across Life.

Maintain a visible pipeline of potential improvement activity and present evidence-based recommendations to the Director of Housing and relevant sponsors so priorities can be agreed transparently.

Prioritise activity according to client impact, quality, risk, strategic fit, feasibility, resources and expected organisational benefit. Ensure improvement methods, quality reviews and measures are proportionate to the different delivery models, professional requirements and risks of Life's accommodation-based, remote and community or volunteer-delivered services, working with the relevant service leads and subject-matter experts.

2. Service user involvement:

Build proportionate client and volunteer involvement into service reviews and redesign. Use accessible, trauma-informed and psychologically safe methods; address barriers to participation; explain where direct involvement is not appropriate; and demonstrate how insight has influenced decisions.

3. Project planning and cross-departmental delivery

Translate agreed priorities into clear project initiation documents and delivery plans defining the problem, scope, outcomes, benefits, measures, milestones, resources, risks, dependencies and responsibilities.

Establish and coordinate cross-departmental project groups, workstreams and decision points where improvement requires input or action from several functions.

Manage implementation, pilots and testing; identify barriers and escalate risks or dependencies that cannot be resolved within the project group.

Evaluate impact and complete a structured handover to the accountable operational owner, including agreed controls for sustaining the change.

4. Policy simplification and standard operating procedures

Support policy owners to review and rationalise policies, frameworks and related documents, identifying duplication, gaps, inconsistency and unnecessary complexity.

Develop clear SOPs, workflows, checklists, templates and guidance that translate policy into consistent day-to-day practice, with defined roles, decision points, escalation routes, records and quality checks.

Work with subject-matter experts and the people who use each process to ensure documentation is accurate, accessible, proportionate and aligned with relevant legal, regulatory and contractual requirements.

5. Complaints and organisational learning

Analyse complaint themes, recurring issues, remedies, feedback and other service intelligence to identify improvement opportunities and wider organisational learning.

Coordinate a clear record of improvement actions arising from complaints and support accountable managers to evidence completion and impact.

Facilitate cross-service learning and practical feedback loops without replacing the investigation, decision-making or accountability arrangements set out in Life's complaints framework.

6. Lean improvement and quality reviews

Apply proportionate Lean and continuous-improvement techniques to understand root causes and identify waste, delay, duplication, failure demand and avoidable hand-offs.

Plan and facilitate improvement workshops, process-mapping activity and service reviews with staff, managers and stakeholders, ensuring client and resident experience informs redesign where appropriate.

Undertake proportionate quality reviews of agreed services, processes or themes against defined standards, policies and intended outcomes.

Produce balanced reports that recognise effective practice, explain gaps or risks clearly and make prioritised, achievable recommendations, followed by proportionate checks that change has been embedded.

7. KPI development and benefits measurement

Support managers to develop meaningful and proportionate KPIs and outcome measures linked to service purpose and agreed improvement priorities.

Help define ownership, data source, calculation, frequency, baseline, target and evidence requirements consistently, and support managers to interpret trends alongside feedback and professional judgement.

Define and track project benefits, reporting whether the intended improvement has been realised and sustained. Operational managers retain ownership of their KPIs and performance outcomes.

8. Engagement, reporting and improvement capability

Build constructive relationships across professional and departmental boundaries, influencing and coordinating delivery without relying on formal authority.

Provide concise, timely updates on progress, decisions, benefits, risks, barriers and dependencies to the Director of Housing and relevant project sponsors.

Create psychologically safe opportunities for staff, clients and residents to contribute to reviews and improvement activity, and communicate complex findings clearly for different audiences.

Share practical improvement tools and effective practice, supporting managers to build confidence in evidence-led problem-solving and continuous improvement.

8. General requirements

Promote equality, diversity, inclusion and accessibility, considering reasonable adjustments when designing or reviewing services and processes.

Comply with safeguarding, data protection, confidentiality, health and safety, lone-working and information-security requirements, escalating significant concerns promptly through the appropriate route.

Maintain professional knowledge, undertake relevant development and travel to Life services and offices as reasonably required for the role.

Undertake other duties consistent with the purpose and seniority of the role, as reasonably agreed with the Director of Housing.

Key Outcomes

- Improvement opportunities are identified proactively, assessed consistently and converted into clear recommendations for prioritisation.
 - Agreed projects have proportionate plans, clear ownership and coordinated cross-departmental delivery, with risks and dependencies actively managed.
 - Policies and procedures within project scope are simpler, more accessible and more consistently applied in practice.
- Learning from complaints, feedback and quality reviews is converted into completed actions and demonstrable service improvement.
 - Lean activity reduces avoidable delay, duplication, waste or failure demand, and project benefits are measured against an agreed baseline.
- Changes are implemented collaboratively, evaluated, handed over clearly and sustained by the accountable operational owner.

Corporate Behaviours

Life 2009 expects staff to:

- Work towards the charity's aims, objectives, ethical position and uphold its vision and mission.
- Operate in line with our core workplace values:
 - **Humanity** – All people are special and equal.
 - **Solidarity** – We are with you and for you.
 - **Community** – We are better together.
 - **Charity** – Doing good for one another.
 - **Common Good** – Building a better world.
- Demonstrate respect for others and value diversity.
- Act responsibly regarding the health and safety of themselves, colleagues, volunteers, service users and others affected by their work.
- Focus on clients, customers and volunteers, both internally and externally, at all times.
- Make an active contribution to the development and continuous improvement of the service.
- Recruit, induct, train, supervise, support and recognise volunteers within their area of responsibility, ensuring they are equipped to carry out their roles safely and effectively.
- Promote a positive volunteer experience and ensure volunteers are treated with dignity, respect and in accordance with Life's policies and procedures.
- Ensure volunteers understand and comply with relevant organisational policies, including safeguarding, health and safety, confidentiality and data protection requirements.
- Learn from, and share, experience and knowledge.
- Keep others informed of issues of importance and relevance.
- Consciously review mistakes and successes to improve performance.
- After appropriate training, act as an ambassador for the charity and always maintain professional standards.
- Use discretion and sensitivity and be aware of issues requiring total confidentiality.
- Demonstrate a flexible approach to work.

- Abide by and take responsibility for the obtaining, storage, processing and sharing of personal data within the meaning of the UK General Data Protection Regulation (UK GDPR) and Data Protection Act 2018, and as defined in relevant Life policies.

Additional Responsibilities for Staff Managing Volunteers

Employees will also be expected to:

- Plan and coordinate volunteer activities to support service delivery and organisational objectives.
- Provide appropriate supervision, guidance and ongoing support to volunteers.
- Monitor volunteer performance, attendance and wellbeing, addressing concerns promptly and appropriately.
- Maintain accurate volunteer records and ensure required checks, training and documentation are completed and up to date.
- Identify opportunities for volunteer development, engagement and recognition.
- Work collaboratively with the HR Team to ensure best practice in volunteer management.

Additional Expectations for Managers and Supervisors

In addition, all managers and supervisors will be expected to:

- Value and recognise ideas and the contribution of all team members and volunteers.
- Coach individuals to perform to the best of their ability.
- Delegate work to develop individuals in their roles and realise their potential.
- Provide support, feedback and guidance to all team members and encourage work/life balance.
- Ensure volunteers working within their teams are appropriately supervised, supported, recognised and included in team communications and development opportunities where appropriate.
- Take overall responsibility for ensuring volunteer involvement is safe, effective and aligned with organisational policies and standards.

This job description is not necessarily an exhaustive list of duties but is intended to reflect a range of duties the post holder will perform. The job description will be reviewed regularly and may be changed in consultation with the post holder.

Person Specification

Post Title:	Senior Service Improvement Lead
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Abilities and Attributes

<u>Skills Characteristics</u>	<u>Essential</u>	<u>Desirable</u>
Committed to the vision, mission and values of the charity	√	
Highly professional and confidential approach	√	
Highly organised with the ability to organise others	√	
A growth mindset; curious, proactive and open-minded to allow growth	√	
Highly organised, with strong project-management and prioritisation skills.	√	
Ability to facilitate productive discussions, listen well, challenge constructively and build agreement.	√	
Confidence using qualitative and quantitative information, including spreadsheets, dashboards and performance measures.	√	
Sound judgement, including knowing when to escalate risk, adjust an approach or seek specialist support.	√	
Ability to create accessible process maps, improvement tools or training materials.		√

Experience, Knowledge and Qualifications

Strong communication skills, both written and verbal	√	
Ability to analyse data and produce clear reports	√	
Confident in working independently and making sound judgements	√	
Experience of working within a charity or voluntary sector		√
Experience of working with/ managing volunteers		√
Relevant professional qualification, degree-level learning or equivalent substantial experience in service improvement, operations, quality or change.	√	
Evidence of continuing professional development relevant to the role.	√	
Lean Practitioner, Lean Six Sigma, project-management, quality-management or change-management qualification.		√

Experience of proactively identifying and assessing service-improvement opportunities and turning them into evidence-based project proposals.	√	
Experience of leading improvement projects from diagnosis and planning through implementation, evaluation and handover.	√	
Experience of coordinating cross-departmental projects involving multiple professional teams, workstreams and dependencies.	√	
Experience of reviewing and simplifying policies, processes and operational documentation.	√	
Experience of developing SOPs, workflows, templates or practical guidance with operational teams.	√	
Experience of undertaking quality reviews, audits or structured service reviews and converting findings into achievable actions.	√	
Experience of using complaints, feedback, data or other service intelligence to identify and deliver improvement.	√	
Experience of supporting managers to define and use KPIs, outcome measures or project-benefit measures.	√	
Experience of managing several priorities and influencing stakeholders without direct authority.	√	
Experience of adapting service-improvement approaches to different service environments, delivery models and levels of risk.	√	
Sound knowledge of continuous-improvement principles, root-cause analysis and proportionate project delivery.	√	
Understanding of how policy, procedure, assurance, performance measures and operational accountability connect while remaining distinct.	√	
Working knowledge of effective complaints learning, quality assurance and benefits measurement.	√	
Working knowledge of equality, safeguarding, data protection, confidentiality and health and safety in service-improvement activity.	√	
Experience in a charity, supported-housing, social-housing, health, care or other regulated or public-service environment.		√
Experience of improving services for people who may face vulnerability, trauma or disadvantage.	√	
Knowledge of housing and housing-related support, trauma-informed practice or relevant service standards and regulatory expectations.		√

Personal

Committed to the vision, mission, and values of the charity	√	
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Commitment to quality, customer service, best practice and best value in all aspects of the charity's operation	√	
Ability to work on own initiative	√	
Handles pressure of meeting deadlines and supports others where possible	√	
Commitment to own personal and professional development	√	
Ability to motivate others and work as part of a team	√	

INTERNAL USE ONLY

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