



JOB TITLE: Income Services Manager

DEPARTMENT: Landlord Services

POST NUMBER: 205

GRADE: Scale 8

ACCOUNTABLE TO: Service Lead- Landlord Services

LOCATION: Hybrid Working, City Offices and any office of the City Council as may be required.

POST OBJECTIVE

The Income Services Manager is responsible for leading the efficient and effective collection of Housing Revenue Account (HRA) Income streams for the landlord service and in so doing, ensuring compliance with both legislation and regulation.

The role contributes to the financial resilience of the HRA as well as that of our customers by supporting them to sustain their tenancies or leases whilst managing and mitigating risks associated with arrears, bad debt, legal action and leasehold disputes.

The Income Services Manager is responsible for the end-to-end income recovery service, across all tenures, whilst ensuring the delivery of excellent customer experience with a focus on enabling tenancy sustainment with eviction/ forfeiture being the options of last resort.

The role demands a focus on income recovery for all income streams- rental, homeownership, rechargeable repairs, etc- and is the subject matter expert to ensure the maximisation of income for the HRA as well as the protection of housing assets through the effective and robust application of housing fraud legislation to investigate and address both tenancy and right to buy/right to acquire fraud in the housing stock.

The Income Services Manager is responsible for leading their function through enabling their management team colleagues to empower their respective teams in service delivery and are held accountable for their results against key performance indicators for their specialist areas i.e. Income Recovery, Homeownership, Tenancy Sustainment.

The Income Services Manager role is responsible for building effective stakeholder engagement, both internally and externally, to ensure tenancy sustainment is at the heart of the landlord service.

The role is vital in ensuring the delivery of a right first time, quality customer service whilst also driving up customer satisfaction and working in partnership across teams, to promote and enable effective customer engagement.

SPECIFIC TASKS:

Staff & Service Management

1. Be responsible for delivering the income service management objectives within the housing service plan, to scope, quality and deadlines.
2. Lead and motivate the Income Services team, providing coaching, training, to ensure high performance against KPIs and standards of service delivery whilst identifying opportunities for continuous improvement and service efficiency.
3. Lead and develop the service through regular review of Income, Homeownership, Tenancy Sustainment policies, procedures and process to ensure these are aligned to legislation and regulation, enabling the delivery of compliant and customer focussed services.
4. Ensure the service adheres to all Corporate policies relating to recruitment, induction, and training through one to ones, appraisals, performance/ absence management and other employee relations matters.
5. Be an authentic leader, providing timely and respectful feedback to your direct reports about performance and opportunities to improve so that they can be empowered in their role to lead their staff co-hort.
6. Horizon scan for opportunities to improve the service through digital transformation, exploiting systems and data to drive service efficiencies, improvements and performance to better the colleague and customer experience.
7. Identify opportunities to procure services through partner agencies that will better the housing management service for customers.
8. Be the service representative for key external stakeholder groups to ensure Winchester City Council is seen as a partner of choice and influence in the local area.
9. Lead the income service in responding to corporate complaints, elected member enquiries, FOI and SAR requests within specified timeframes.

Income Management

10. Lead the Income Service team to ensure the effective income recovery of all income streams in the HRA in liaison with other Landlord Services teams and strategic housing.

- 11 Deliver the service vision so that through the life cycle of their tenancy, customers are supported to manage and maintain/ sustain their tenancies with timely intervention and advice to help maximise their income to drive improvement in both the customer experience and customer satisfaction.
- 12 Work with the housing management team to minimise rent loss, reduce void spend and maximise income whilst enabling mobility in the housing stock through the proactive matching of overcrowded/ under occupied households via mutual exchange.
- 13 Be the Income/Homeownership representative for the New Homes team to enable the effective and timely handover of new build homes and property service colleagues, ensuring that all information to enable the effective letting and management of these homes is received in good time to ensure a good customer and colleague experience.
- 14 Proactively manage and assess the HRA asset base to identify those homes which are not meeting the needs of customers and working across services, make recommendations about the future use of these assets.
- 15 Lead the team to ensure the delivery of a good, right first-time customer experience in response to customer requests for service relating to their rent account/ lease , so as to maximise satisfaction and minimise complaints.
- 16 Lead the service in the gathering, upload and storing of customer and household information to enable customer profiling and the provision of appropriate support, advice and guidance taking account of their needs and vulnerabilities, using this information to influence and inform service design.
- 17 Build and maintain a network of statutory and partnership contacts and groups to share good practice/discuss local and national challenges to ensure there is an effective response and range of service to meet the needs of our customers.

Homeownership

18. Lead the Homeownership team on all aspect of the Homeownership service including the management of leasehold, shared ownership, staircasing, Right to Buy (RTB), PHP, Rent to Mortgage, Housing company and freehold properties to ensure accurate billing/ statements, service charge setting and recovery and statutory consultation process (Section 20).
19. Develop and implement strategies to maximise rental and service charge income whilst supporting customers to sustain their tenancies/leases.
20. Proactively support the council's housing company in realising its ambitions in the development, delivery and management of affordable rent homes
21. Working through the Team Manager with responsibility for Homeownership, lead the service to ensure the Council and tenants/ leaseholder fulfil their obligations

as set out in relevant legislation, regulation, policies and procedures ensuring regular review to embed best practice in service design.

22. Ensure the efficient and effective handling of deeds of variation, lease extensions, RTB leases, and breaches of covenant, leasehold disputes, forfeiture cases, variations, enfranchisement and compliance with leases and legislation whether via legal services or through court action and/or Leasehold Valuation Tribunals.
23. To oversee and manage the end to end tenancy housing management process in respect of homes let on assured shorthold tenancies via the council housing company.

Income Recovery Enforcement

24. Taking account of regulation and legislation, lead the Income Services team in the effective enforcement of income recovery, taking a risk-based approach to ensure the range of tools within our powers are effectively applied to achieve appropriate outcomes for both the service and our customers.
25. Where the service applies legal remedies to tenancy breaches, ensure the Income Team proactively manages these cases so that the terms of the order are maintained or where breaches occur, the case is escalated accordingly.

Tenancy Sustainment (Advice, Support & Assistance)

26. To lead and direct the service to ensure our customers are able to maintain their tenancies and eviction is prevented.
27. Lead the service to ensure the effective and timely use of both internal and external resources to enable the appropriate interventions to enable our customers to understand their obligations so as to sustain their tenancies.
28. Lead and direct the service so that tenants who have difficulties sustaining their tenancies, for whatever reasons, are offered timely and appropriate advice, support and assistance. Ensure the single point of contact for the customer remains the ring holder overseeing the case to ensure appropriate action, engagement and intervention.
29. Lead in the development and sustainment of proactive partnership working with both internal colleagues and external stakeholders so that the service is easy to do business with and has access to specialist agencies to support tenants in sustaining their tenancies.

Tenant Involvement

30. Lead the team to ensure the delivery of the tenant involvement vision, working proactively with the Tenant Partnership team to promote customer involvement opportunities, including undertaking tenant consultation activities, thus enabling

compliance with the Transparency, Influence and Accountability consumer standard.

31. Lead the Service in undertaking a proactive landlord liaison role with tenant groups, events and meetings providing information on all aspects of Income, Homeownership and Tenancy Sustainment services.

32. Lead customer consultation for changes to leaseholder services or charging structures.

General Tasks:

33. Ensure the service provides high standards of customer care at all times, in accordance with the Council's Customer Service Standards.

34. Ensure the service adheres to the Council's Health & Safety, Customer Care, Equal Opportunities, Confidentiality/Data Protection, Financial Management, Safeguarding and other relevant policies.

35. Be aware of, and keep up to date with, current relevant legislation to inform and influence service design.

36. Lead in the development and implementation of effective procedures that ensure continuous service improvement to meet the needs of customers, regulators and other stakeholders.

37. Attend meetings, including evening and meetings, and estate walkabouts/street meets, as required.

38. Undertake any other duties commensurate with the post.

39. To work with all partners and stakeholders to ensure a cohesive approach is maintained to the Services Strategic Plan.

40. Contribute to the good governance and compliance of WCC.

41. To undertake such duties, as determined by the Service Lead (Landlord Services) commensurate with the grade of the post and the abilities of the post-holder.

Health and Safety

Every employee while at work has a duty to take reasonable care of their own health and safety and that of other persons who may be affected by his/her acts or omissions at work - Health and Safety at Work Act 1974.

Equality

Winchester City Council bases its employment practices on the concept of equal opportunity. As an equal opportunity employer, the council opposes all forms of discrimination or unfair treatment on the grounds of gender, marital status, race, colour, nationality, national origin, ethnic origin, religious belief, sexual orientation, disability or age. No employee or job applicant will be disadvantaged by any condition or requirement which cannot be shown to be justifiable.

Safeguarding

Winchester City Council has a responsibility to safeguard and promote the welfare of children and vulnerable adults. The post holder will undertake the appropriate level of training and is responsible for ensuring that they understand and work within the safeguarding policies of the organisation.

Signed.....

Dated.....



PERSON SPECIFICATION

JOB TITLE **Income Services Manager** **POST**
NUMBER: 205

DEPARTMENT: **Landlord Services** **DATE:** **9th June 2025**

Requirements		Weighting	Assessment Method
Skills	<ul style="list-style-type: none"> • Excellent interpersonal and communication skills (oral & written), with an ability to pitch communication at a level which is appropriate to the audience 	3	A/I
	<ul style="list-style-type: none"> • Proven ability to supervise and motivate staff, set and achieve targets 	3	A/I
	<ul style="list-style-type: none"> • Evidence of excellent analytical and problem solving skills to drive service improvement 	3	A/I
	<ul style="list-style-type: none"> • Actively pursues opportunities for improvements in service delivery, organisational process and activity 	3	A/I
	<ul style="list-style-type: none"> • Excellent planning and organisational skills at strategic and tactical level, including the ability to prioritise workloads 	3	A/I
	<ul style="list-style-type: none"> • Accurate record-keeping 	3	A/I
	<ul style="list-style-type: none"> • Excellent listening, questioning and negotiation skills 	3	A/I
	<ul style="list-style-type: none"> • Work well in a team; builds rapport with others and role models corporate behaviours 	3	A/I

Experience	<ul style="list-style-type: none"> • Significant experience of working in a social housing environment 	3	A/I
	<ul style="list-style-type: none"> • Significant Leadership/ management experience 	3	A/I
	<ul style="list-style-type: none"> • Relevant experience in Income and Leasehold management or similar 	3	A/I
	<ul style="list-style-type: none"> • Evidenced experience in solving complex issues in a fast-paced and changing environment 	3	A/I
	<ul style="list-style-type: none"> • Comprehensive knowledge of relevant legislation/ regulation for the post. 	3	A/I
	<ul style="list-style-type: none"> • Uses skills, knowledge and experience to make informed, sound decisions to manage/ mitigate risks to ensure the safety of our customers/ colleagues is maintained and the reputation of the council is maintained. 	3	A/I
	<ul style="list-style-type: none"> • Working with leadership and management teams to deliver complex projects 	3	A/I
	<ul style="list-style-type: none"> • Working to tight deadlines and work with autonomy to deliver high quality business outcomes 	3	A/I
	<ul style="list-style-type: none"> • A responsive, constructive and flexible attitude towards working arrangements within a team environment 	3	A/I
	<ul style="list-style-type: none"> • Demonstrable commitment and ability to deliver enhanced customer care 	3	A/I
	<ul style="list-style-type: none"> • Knowledge of standards, best in class performance and benchmarking and applying them across the service 	3	A/I
	<ul style="list-style-type: none"> • A commitment to seeking new ways of working to achieve continuous improvement and service innovation 		
	<ul style="list-style-type: none"> • High degree of delegated authority around decision making and substantial budget management 		

Personal Qualities	<ul style="list-style-type: none"> • Confident & personable manner • Diplomatic and confidential • Target and performance motivated • Commitment to high standards of service delivery with a customer centric approach. • A self-starter, uses own initiative and makes decisions. • Dynamic and passionate leader with proven ability to lead, coach, and be an excellent role model • Ability to work under pressure and manage competing priorities, adapting to change to deliver on a range of service delivery ambitions and projects • Make sound and evidence-based judgements • Excellent time management skills, ability to organize and prioritise tasks to deadlines • Have a positive can-do attitude 	<p>3</p> <p>3</p> <p>3</p> <p>3</p> <p>3</p> <p>3</p> <p>3</p> <p>3</p> <p>3</p> <p>3</p> <p>3</p>	<p>A/I</p> <p>A/I</p> <p>A/I</p> <p>A/I</p> <p>A/I</p> <p>A/I</p> <p>A/I</p> <p>A/I</p> <p>A/I</p> <p>A/I</p>
Specific Job Requirements	<ul style="list-style-type: none"> • Customer focussed and committed to delivering high customer satisfaction • Comprehensive knowledge of relevant legislation and regulation for the post. • Excellent knowledge of local authority financial policies, requirements, standing orders and delegated authority. • Excellent working knowledge of the Health and Safety at Work Act • Occasional attendance at evening and weekend meetings. • Able to be flexible in approach to responsibilities and to working hours. 	<p>3</p> <p>3</p> <p>3</p> <p>3</p> <p>3</p> <p>3</p>	<p>A/I</p> <p>A/I</p> <p>A</p> <p>A/I</p> <p>A</p> <p>A</p>

	<ul style="list-style-type: none"> • Must be able to meet the travel requirements of the post. 	3	A
Qualifications	<ul style="list-style-type: none"> • Professional Diploma in Housing or equivalent through relevant training/experience 	3	Q
	<ul style="list-style-type: none"> • Educated to degree standard or equivalent 	3	Q
	<ul style="list-style-type: none"> • Current full Driving Licence 	3	Q

Weighting 3 – Essential for the successful performance of the job
2 – Desirable but can be achieved through on the job training or experience

Assessment
Application Form A Interview I Tests T
References R Presentation P Evidence of Qualifications Q