



HILLINGDON

LONDON

Job Profile

August 2025

JOB TITLE: Leasehold and Home Ownership Manager

GRADE: POD

POST NO: Post specific

JOB TIER: 3

DBS CHECK: Basic

DIRECTORATE: Homes and Communities

SERVICE: Homes and Neighbourhoods

Reports to: Head of Income Maximisation

Direct Reports: 4.89 FTE

Indirect Reports: Post specific

ROLE PURPOSE:

The effective and efficient leadership and management of the Leasehold and Home Ownership Service team. Strategic responsibility for maximising the Council's income recovery through effective monitoring and managing of leasehold service charges and major works costs, the sale of Right to Buy (RTB) properties, and low-cost home ownership schemes.

Leasehold

To recruit and supervise a team of Leasehold Officers to deliver a high quality and resident-focused leasehold and home ownership management service to residents. To improve and modernise services for leaseholders, adopting best practice, improving customer pathways and driving up satisfaction rates for leaseholders in the context of charging and collection functions.

To ensure that recovery of service charge, major works and legal charge debts are maximised through efficient reviewing, monitoring and arrears collection activities and procedures.

To also act as a specialist resource within Homes and Neighbourhoods, providing advice, supervision and guidance to staff on complex and challenging charging and recovery and leasehold ownership matters. Pivotal to the role will be championing the leaseholder customer perspective and ensuring that services are responsive, effective and meet the needs of the Council's leaseholders.

Home Ownership

Responsibility for playing a key part in delivering low-cost home ownership solutions to local people and maximising the potential to move Council tenants into alternative tenures appropriate to their financial circumstances in order to increase the supply of social housing.

This will involve managing the Home Ownership Officers and overseeing the process for all RTB applications including the determination of all RTB, the delivery of the Council's First Time Buyers Scheme [FTB] and the disposal of Council owned new build shared ownership. Additionally supporting the process for residents wishing to 'staircase' and the sale / re-sale of Discounted Market Sale [DMS] properties.

A key purpose of this role for both Leasehold and Home Ownership functions will be to creatively exploit and optimise the use of technology to create the collaborative delivery of services through more accessible channels.

A. Job Description

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'.
- Act as a beacon of knowledge and awareness in relation to Leasehold and Low-Cost Home Ownership products and associated Government policy initiatives, including the operation of the Right to Buy scheme.
- Support resident engagement and use of 'self-service' options across Leasehold and Home Ownership functions.
- Support the delivery of the Council's Tenant and Leaseholder Engagement Strategy and the use of resident feedback in the context of shaping and improving services.
- Maintain and develop effective working relationships with leaseholder and home ownership representatives.

- Contribute to the delivery of the five commitments to residents from the Council Strategy.

2. People Management

- To be responsible for the selection, development and performance of a team of Leasehold Officer's and Home Ownership Officers in line with the Council's HR policies.
- To be responsible for maintaining a safe and healthy working environment in line with Health & Safety at Work Act (1974).
- To ensure all team members receive the appropriate level of communication to maintain engagement with the Council's vision, priorities and activities.
- Provide advice and guidance to Home Ownership & Leasehold Officers in relation to more complex applications, charging and collection casework, assessments, interpretation of Statute, and Policy.
- Strive to deliver and project the ethos of 'getting it right first time and every time' in the context of delivering a Home Ownership and Leasehold service.
- Implement and embed relevant operational practices, policies and new ways of working and to identify opportunities to improve performance and expand good practice.
- Adhere to and ensure that staff within the team adopt the professional characteristics of people working within the Housing Management Service as reflected in the Chartered Institute of Housing Professional Standards.

3. Operational Service Delivery

Leasehold

- Work with Finance and service teams across the Council to ensure that annual service charges are accurate, timely and compliant.
- Be responsible for the annual service charge estimates and charges. Also to monitor the calculation of service charges, ensuring that notification is sent to all leaseholders in accordance with the leases, legislation and statutory obligations.
- Be responsible for ensuring that invoicing and recovery processes are documented and regularly reviewed to ensure best practice and efficient ways of working.
- Take responsibility for the Northgate leasehold database ensuring that it is up to date and accurate and supports the accurate calculation of service charges and major works invoices.

- Working across the Landlord Service to ensure information required to raise major works invoices are brought forward in an appropriate, accurate and timely format which supports compliant and efficient charging and recovery of costs. Provide constructive feedback where necessary.
- Oversee the process for approving any necessary amendments to service charge accounts in line with operational practice.
- Ensure solicitors and other enquiries are responded to in an efficient and effective manner.
- Lead in the preparation of cases for First Tier Tribunals and give evidence where necessary.
- Lead on updating the Tenant and Leaseholder handbook; the setting and attending of a Leaseholder Forum and ensuring that the Council website is kept up to date with relevant leaseholder information.
- At the direction of the Head of Income Maximisation initiate all Section 20 consultation in relation to repairs, major works and improvements: in both leaseholder properties and communal areas in line with legal requirements and to respond to leaseholder's queries about major works and recharges.
- Support the Income Maximisation Manager in the re-tendering of relevant services to leaseholders including Buildings Insurance and any other out-sourced services.
- Take a lead role in liaising with the Council's Insurance Team, Buildings Insurer, claims handler and leaseholders in respect of any complex or high value claims.
- In liaison with Finance and service teams, set up charges for new developments and acquisitions including shared ownership.
- Take responsibility for responding to service requests including formal complaints, Members Enquiries and Freedom of information requests and demonstrate learning outcomes.
- Work with the Head of Income Maximisation to ensure that the relevant Housing portfolio holder is regularly briefed on performance including critical tasks associated with raising and collecting the annual service charge demand.
- Establish and use a quality assurance framework to ensure that value is derived at all key stages of the charging and collection function.
- Ensure staff maintain timely and concise records that evidence the work undertaken by the team and supports the extraction of timely and accurate

activity and performance reports. Ensure that the Data Protection principles of the GDPR are followed by all line reports.

- Be knowledgeable and up to date with relevant legislation in the sector, policy and good practice.

Home Ownership

- Ensure key processes are progressed in line with statute and scheme parameters and undertake key stage reviews and checks as part of a consistent approach to decision making and quality assurance.
- Manage workflow and ensure resources are tasked to meet priorities across RTB, FTB, Shared Ownership and DMS casework.
- Ensure value is added at all stages in the processing of applications and that the potential for Council tenant move-on and engagement with Counter Fraud is maximised.
- Ensure Home Ownership Officer's:
 - Conduct thorough checks and investigations upon receiving RTB applications.
 - Verify registered addresses and check for bankruptcy or insolvency.
 - Assess risks related to money laundering and ensure Council properties were not fraudulently obtained.
 - Refer any identified concerns to the Counter Fraud Team for further investigation to prevent housing fraud, and to protect public resources.
- Ensure that in all cases applicants applying for shared ownership accommodation are able to raise a mortgage and afford purchase and all property related outgoings via a formal affordability assessment.
- Act as operational lead on maximising the potential for 'self service' options across Home Ownership and make effective use of the Council's website in promoting low cost home ownership options to Council tenants and local residents.
- Support the handover and disposal of Council owned shared ownership new build and work across the service to ensure effective integration into the Council's portfolio of managed properties.
- Attend cross service and professionals' meetings to improve the efficiency and effectiveness of application processing and to resolve complex issues.
- Champion the use of Civica and others forms of workflow management to ensure efficient processing and determination of applications.
- Ensure performance outcome measures are in place and that information is readily available and up to date in relation to service activity and outcomes.

- Develop and maintain a mature, a comprehensive and effective partnership network across Homes and Neighbourhoods and other teams in the Council to support RTB, FTB, Shared Ownership and DMS casework.
- Oversee the development and maintenance of a register of qualifying applicants for shared ownership for use by the Council and Registered Providers.
- Oversee casework quality assurance systems, including writing and applying procedures and undertaking workflow reviews to support performance management and statutory / scheme compliance.
- Ensure an up to date reference of key contacts is available including current knowledge of service interfaces and pathways which contribute to end to end processing of applications.
- Maximise the potential for effective networking and collaborative working with Counter Fraud, Property & Estates and Legal Services in the context of managing RTB, Shared Ownership, FTB and DMS casework.

4. Service Planning & Development

- Ensure that an annual Team Plan, aligned to the Group / Service Plan(s), is developed, agreed and communicated to team members 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 team.
- To review own ways of working in response to workflow, new and emerging policy developments and the needs of residents and the Council.
- Develop and review operating procedures and guidance on the functions of the team and ensure that these are understood, accessible to, and followed by staff.
- Ensure a culture of learning is embedded within the Team making best use of resident feedback, service requests and complaints.
- Participate in case work supervision and monitoring arrangements to ensure that desired outcomes are being met and to improve effectiveness in the role.
- Review own ways of working in response to workflow, new and emerging risks and the needs of leaseholders and the Council.

- Collaborate with managers across the Landlord Service and the Council to ensure that the team understand and are well placed to meet the expectations and requirements of the Regulator of Social Housing.
- Develop, maintain, and implement a Business Continuity Plan within the area of responsibility as needed.

5. Financial & Resource Management

- To take responsibility for the effective management of the allocated department / team budget.
- To ensure all purchasing and procurement is conducted in line with the corporate guidelines with appropriate use of the Council's financial systems.
- To ensure that all workforce expenditure is compliant with corporate guidance and that any temporary resource is purchased through the Council's agency contracts.
- Recognise the potential for increasing the supply of social housing through 'move-on' and reducing temporary accommodation costs.
- Ensure asset disposals are compliant with statute, good practice and the Council's broader strategic objectives.
- Initiate and lead on the timely re-tendering of services and ensure that any costs are recoverable via compliant statutory consultation.
- Be accountable for managing the Council's resources efficiently and comply with statutory requirements. This includes managing time effectively, avoiding unnecessary waste, and promoting the reuse and recycling of resources to minimise personal impact. Monitor financial performance, deliver within budget, and seek savings and efficiencies by exploring opportunities to secure funding where appropriate.

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.
- Develop and maintain up to date and relevant staff guidance for all aspects of operational practice.

- Keep up to date with public information regarding low cost home ownership and other affordable housing options and initiatives for the benefit of residents.
- Identify and suggest any improvements to current ways of working in own team and across Homes and Neighbourhoods in order to deliver a more efficient and effective service for residents and other service delivery teams.
- Undertake appropriate management and professional training to maintain professional competence and continual personal development.
- Maintain an awareness of the Council's legal duties and policy objectives in respect of Equalities and Customer Care and ensure that they are incorporated into policy and practice.
- Keep up to date on research, policy and practice developments in the context of leasehold charging and collection and social housing regulation through personal study and attendance at seminars or training.
- Work with Business Intelligence Team to establish meaningful business intelligence reports utilising Power BI to support rigorous analysis of performance information that drives service improvement.
- 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.
- Support the Council's transformation programme to increase its supply of affordable accommodation for local residents.

7. Contacts

- Primary contact will be council wide where appropriate in particular to engage with elected Members including the Housing portfolio holder, Councillors, Housing Needs and Homelessness, Repairs, Counter Fraud, Planned works, Resident Hub, Procurement, Finance, Compliance Team, Legal Services, Green Spaces and Caretaking.
- External Contact will be with, Leaseholder Groups, bench-marking groups, Northgate user groups and other local authorities. Also, residents, applicants, solicitors and advocates.

8. Additional Responsibilities

- To prepare and present detailed and complex reports to Cabinet, Committees, and internal management meetings as necessary.

- Take responsibility for developing and promoting move-on options for Council tenants.
- Act as lead manager in the ‘ownership’ of the Northgate leasehold module and develop skills, knowledge and managerial use of the module.
- Deputise for the Head of Income Maximisation as required.
- Contribute to the outcomes on the Housing and Homelessness Prevention and Rough Sleeping Review Strategies.
- 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

- Develop smart performance indicators and targets which drive appropriate behaviours and interventions. Monitor team performance against these, managing improvement plans and recovery actions where required.
- Total number of RTB grants awarded.
- Compliance with RTB statutory timeframes.
- Number of Council tenants / Residents on the shared ownership register.
- Number of Council tenants supported to move-on into low cost home ownership.
- Number of successful Counter Fraud interventions.
- Rent loss and timeframe associated with handover and disposal of all Council new build shared ownership.
- Delivery of agreed Personal Appraisal Goals.
- Staff performance & productivity metrics.
- Leaseholder satisfaction levels.
- Quality record keeping
- Contribute to the delivery of the Tenant Satisfaction Measures (TSMs).

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

Leasehold and Home Ownership Manager

This person specification will be used for recruitment to the **Leasehold and Home Ownership 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 field or equivalent experience.	✓	
Chartered Institute of Housing professional qualification at level 4 or willingness to work towards this qualification.	✓	
Hold an appropriate management qualification commensurate with the role or be working towards / willing to obtain a management qualification. Or relevant equivalent management experience.	✓	
Project Management or Change Management Qualification (PRINCE2, APM, APMG, other appropriate accreditation). Or be willing to work towards this qualification.		✓
Hold a Certificate in Mortgage Advice & Practice or equivalent experience. Or willingness to obtain the certification.		✓
Evidence of continuing professional development.	✓	
2. STATUTORY or ROLE SPECIFIC REQUIREMENTS	ESSENTIAL	DESIRABLE
Ability and willingness to attend out of hours meetings and visits to meet the needs of residents and the service.	✓	
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 at all times.		✓
3. EXPERIENCE	ESSENTIAL	DESIRABLE
Demonstrable experience of successfully supervising and managing staff and monitoring the quantitative and qualitative aspects of complex processes.	✓	
Experience of working in a public sector housing environment with significant experience of operational responsibility for a large leasehold portfolio.	✓	

Experience of budget management and strong financial acumen.	✓	
Significant experience of effectively managing the processing and determination of Right to Buy applications and / or managing the eligibility pathway into shared ownership for a Local Authority or Registered Provider.	✓	
Experience of managing and marketing new build shared ownership schemes.	✓	
Experience of undertaking eligibility and affordability assessments in the context of applicants wishing to access low cost home ownership products.	✓	
Experience of identifying and responding to fraudulent applications in a social housing setting.	✓	
Substantial experience of delivering customer centric services which are tailored to the needs of applicants.	✓	
The ability to work flexibly as an 'agent of change' who can build capacity, resilience and confidence as part of developing a Home Ownership Team.	✓	
Proven ability to undertake compliant section 20 consultation with leaseholders.	✓	
Experience of engaging with leaseholders to obtain meaningful feedback to help shape service improvements.	✓	
Proven ability to successfully participate in and lead effective collaborative working in both project setting and an operational setting as part of achieving service objectives.	✓	
Experience of engaging with elected Members and developing and maintaining an effective working relationship.	✓	
4. KNOWLEDGE & SKILLS	ESSENTIAL ✓	DESIRABLE ✓
Demonstratable knowledge and understanding of Housing legislation applicable to the statutory Right to Buy scheme, and service change management.	✓	
Good understanding of housing Policy, issues and challenges associated with affordability, access to social housing and the financing of shared ownership.	✓	
Ability and willingness to develop and maintain a detailed knowledge base associated with low cost home ownership products.	✓	
Ability to write reports for Members, Senior Management Team and other audiences.	✓	
Proven ability to undertake a quality assurance role in the context of complex housing related processes.	✓	
Ability to work independently and recognise the value of doing the right thing at the right time and to a good standard during the applicant journey.	✓	

Ability and willingness to develop and maintain a detailed knowledge base associated with applicable aspects of the Regulator for Social Housing Consumer Standards.	✓	
Sound knowledge of the actions and standards which must be evidenced to meet the requirements for successful Leasehold recovery	✓	
Ability to analyse and interpret a range of complex information from a variety of sources in connection with individuals and accounts and to present information in a clear, concise and structured way.	✓	
Ability to communicate effectively in a wide variety of situations, and present views positively and persuasively to gain support using a collaborative style which secures positive outcomes.	✓	
Strong negotiation and influencing skills with the ability to appropriately challenge in the context of accuracy, cost and quality.	✓	
Strong IT skills including Microsoft Word, Outlook, Excel, PowerPoint and the specific ability to use, lead on implementation, regular upgrading of service specific software (Northgate), and other systems such as Civica.	✓	
The ability to research and inform understanding of wider issues and legislation that affect leasehold property and that which may be applicable to the local context.	✓	

Our values
<p>Respect We appreciate what makes us different and include everyone.</p> <ul style="list-style-type: none"> • 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.
<p>Collaborative We believe in the power of working together.</p> <ul style="list-style-type: none"> • 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.
<p>Efficient We deliver the best possible outcome by carefully managing our resources.</p> <ul style="list-style-type: none"> • 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.
<p>Integrity There is no gap between what we say and do.</p> <ul style="list-style-type: none"> • 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.
<p>Open and honest We are transparent in the actions and decisions we take.</p> <ul style="list-style-type: none"> • We provide a safe space to have truthful discussions in a positive way. • We encourage constructive feedback without fear of judgement.