



HILLINGDON

LONDON

Job Profile

August 2025

JOB TITLE:	Income Maximisation 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:	8
Indirect Reports:	Post specific

ROLE PURPOSE:

Management and Leadership of the Income Maximisation functions, ensuring agreed team plans and performance targets are delivered and that a culture of 'putting our residents first' is maintained.

Lead on the review of the rent collection function with a view to improving and adopting digital solutions as required.

Responsible for playing a pivotal role in relation to the Housing Revenue Account income stream with responsibility for the dedicated and effective management of high-level risks which have the potential to cause occupation arrangements to fail. These key risks are non-payment of rent and charges due.

Overall responsibility for ensuring necessary, proportional and compliant enforcement action is taken when all reasonable and appropriate interventions and support measures have been exhausted. Also ensuring that policies and processes are regularly reviewed and have been adhered to via a provision of quality assurance.

Developing, proposing, and executing policies and objectives that align with statutory regulations, adhere to best practices, and respect financial limitations. To mitigate the effects of changes to welfare reforms on the Council's operations and enhance residents' financial inclusion.

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'.
- To ensure that the tenant's voice is heard and translated into tailored offers.
- Contribute to the delivery of the five commitments to residents from the Council Strategy.
- Champion the effective management of risk across a range of tenancy types to better meet presenting or emerging needs
- To work in partnership with households who are at risk of homelessness to identify and address presenting needs to mitigate the financial risk of tenancy failure and secure successful tenancies.
- Accountable for the provision of an efficient, effective and resident focused service to tenants.
- Act as operational lead on maximising the potential for 'self-service' options and automation across the Income Maximisation Team.
- Positively influence the customer experience and the customer journey using learning and feedback mechanisms.

2. People Management

- To be responsible for maintaining a safe and healthy working environment in line with the Health & Safety at Work Act (1974).
- To be responsible for the selection, development and performance of the Income Maximisation Team in line with the Council's HR policies.
- To coach and develop the team to encourage them to maximise their potential.
- Inspire, lead and support staff to deliver a service which is flexible, responsive, collaborative and effective in maximising rent income due to the

Council, and which mitigates the risks associated with welfare reform and vulnerable households.

- To ensure all team members receive the appropriate level of communication to maintain engagement with the Council's vision, priorities and activities.
- Champion and engender a 'rent first approach' across the Team and via partnership working.
- To implement and embed relevant policies, strategic actions, objectives and new ways of working within the operation of the team, identifying opportunities to improve performance, expand good practice and actively target weaker aspects of the service to improve.
- To constructively challenge, manage and resolve poor performance where it exists within the team and contribute to the resolution of performance issues linked to processes delivered across teams.
- 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

- Deliver an effective and efficient income management and financial inclusion service.
- Maximise rent collection for over 10300 properties by coordinating and overseeing staff management.
- Ensure tenants receive prompt and effective benefits advice, support from the Welfare Benefits Officer's, and information about other agencies that can assist, when necessary.
- To advise, support and guide the management and practice of the service to ensure that outcomes remain effective and responsive to presenting risks of homelessness and the needs of households with underlying, multiple and complex needs are met.
- To lead and promote approaches to income recovery which ensures that staff intervene at an early stage to help 'at-risk tenants' retain a secure home while meeting the responsibilities of their tenancy agreement. Making effective use of the Probationary and Flexible (fixed term) tenancy regime to secure rental income.
- Assist in the development and implementation of essential strategies and policies for income management and financial inclusion. Stay informed about legislation, best practices in income recovery, welfare benefits/reform, and financial inclusion, with a focus on sector-leading standards.

- To ensure that Income Maximisation Officers are persistent and effective in the engagement of 'hard to reach' households by initiating, encouraging and supporting assertive, creative and practical engagement strategies.
- Ensure value is being added at all stages in the income recovery processes by maximising the value from engaging with the tenant in their own home.
- Advise, support and guide staff in identifying a range of suitable and effective control measures to mitigate and manage 'high' level risks of tenancy failure.
- To ensure a good level of quality assurance is being maintained across the collection and recovery function.
- Assurance that any SLA with legal services is being monitored and adhered to.
- Develop, review and implement clear operating procedures and professional standards to achieve an exemplar and customer focussed collection and recovery service.
- Ensure guidance, direction, supervision and monitoring is given to staff on recovery and enforcement actions and provide professional support on more complex casework.
- To develop, keep under review and apply suitable approaches to quality assurance and performance management which acts as a driver for continuous improvement and ensures that collection and recovery services are timely, tailored and secure sustainable outcomes.
- Ensure robust and efficient income collection, recovery and enforcement practices are in place and are regularly reviewed in line with changes in legislation, changes in the pre-court protocol and good practice.
- Ensure attendance at case conferences, professionals meetings and other meetings to maximise the potential for successful tenancies and problem solving.
- Champion the use Northgate Analytics to ensure that systems work effectively and meet business and operational needs.
- Manage and lead the service team by analysing and using data reports utilising Power Bi in collaboration with Business Intelligence to set team specific targets, to monitor performance and evaluate progress and identify risks to income which require mitigating action.
- Develop and maintain effective internal and external networks which support robust processes, the delivery of core objectives and mitigates risks associated with rental income.

- To communicate clearly and effectively with staff, customers and their representatives, Elected Members, colleagues and other third parties around all aspects of the service delivery and linkages with other areas, promoting a widespread understanding of the service and its capacity in order to manage stakeholders expectations and agree realistic outcomes and goals.
- To provide quality advice and information to senior managers, Councillors and government departments in respect of performance and policy developments related to collection and recovery. This will include the production and presentation of reports and data returns to government in relation to rent collection.
- Ensure that best practice and knowledge on income recovery and financial inclusion is fully shared across all teams and the directorate.
- Build and maintain strong links and working relationships with external partners, such as Citizen Advice Bureaus, Credit Unions, Housing Benefit Department, and the Department for Work and Pensions.
- To effectively deal with complex cases including undertake detailed investigations into the background of stage 1 complaints and complex Members Enquiries to understand the facts in each case and identify any gaps or failings in service delivery. Ensure corporate standards are met consistently, including complaints, Members Enquiries and Freedom of Information Requests.

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 protocols and 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.
- Ensure that robust systems are in place for monitoring and evaluating expenditure across the service area in order to protect the Council's financial position and comply with internal financial regulations as well as those imposed by statute and external agencies. This will include actively shaping the business planning process of the service.
- Maintain a current service workforce plan including a succession plan for all key roles within own team.
- Develop and review operating procedures and guidance on the functions of the team and accurate, up-to-date information relevant to the areas of responsibility, having regard to Council policy and ensure that these are understood, accessible to, and followed by staff.

- To develop new and cross cutting initiatives in line with an exemplar Rent Collection & Arrears Recovery functions which meets the needs of residents and maximises income to the Council.
- Ensure a culture of learning is embedded within the Team making best use of resident feedback, service requests and complaints.
- Identify future service challenges and opportunities in the context of rent collection and recovery and develop appropriate responses.
- 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 team budget.
- To ensure that all workforce expenditure is compliant with corporate guidance and that any temporary resource is purchased through the Council's agency contracts.
- To ensure all purchasing and procurement is conducted in line with the corporate guidelines with appropriate use of the Council's financial systems.
- Maximise the contributions from early intervention and tailored support to demonstrate cost avoidance.
- To be responsible for protecting the Housing Revenue Account income stream via the delivery of an effective and supportive collection and recovery process.
- Ensure that robust systems are in place for monitoring and evaluating expenditure across the service area in order to protect the Council's financial position and comply with internal financial regulations.
- Be accountable for managing the Council's resources efficiently and complying 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

- Lead the ongoing development and enhancement of rent collection and arrears recovery systems, processes, procedures, and frameworks, ensuring they are efficient, effective, provide value for money, and prioritise arrears prevention.

- Ensure our commitment to tenancy sustainment by providing residents with appropriate support, advice, and guidance on all financial matters. This includes welfare benefits advice, in line with the council's commitment to financial inclusion, and preventing evictions into homelessness.
- Be responsible for cross-cutting service improvement initiatives and projects across the whole of the service area to drive improvement and be the point of expertise, guidance and management oversight to the service.
- 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.
- 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.
- Develop and implement innovative income maximisation service improvements, actively contributing to relevant directorate plans and strategies and ensuring the integration of both local and corporate best practices into the Income Maximisation Team.
- 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.
- Ensure that tenant feedback is sought and used to analyse performance and shape the strategic direction of the service by recommending and implementing changes to drive service improvements.

7. Contacts

- Primary contact will be with Councillors, Senior and other officers within the Council, and residents / service users, tenants, and their representative bodies.
- Primary external contacts include; Health including Community Mental Health Services, DWP, Government, benchmarking organisations, Faith Communities, and voluntary sector providers.

8. Additional Responsibilities

- Act as a specialist resource across the Homes and Neighbourhoods Service in relation to income recovery issues.

- Support the service wide approach in striving to ensure Regulatory compliance.
- 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

- To develop smart performance indicators and targets which drive appropriate behaviours and processes. Monitor team performance against these, managing improvement plans and recovery actions where required.
- HRA Arrears as a percentage of gross annual debit
- Temporary Accommodation and B&B arrears as a percentage of gross annual debit
- Demonstrate an increasing number of Probationary Tenancies extended as an effective way of managing breaches
- Demonstrate an increasing number of 'Fixed term' tenancies succeeding to an offer of a further term on review as opposed to being declined due to arrears.
- Keeping tenants in their own homes and reducing the number of tenancies that fail, preventing 'drift' into more expensive services and more intensive levels of support.
- Preventing the social and economic costs of tenancy failure.
- Adding value and securing positive outcomes through increased contact with residents within their own homes.
- Deliver the agreed Personal Appraisal Goals.
- 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

Income Maximisation Manager

This person specification will be used for recruitment to this vacancy of **Income Maximisation Manager** 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 discipline or able to demonstrate significant comparable 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 or 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.		✓
Evidence of continuing professional development.	✓	
2. STATUTORY or ROLE SPECIFIC REQUIREMENTS	ESSENTIAL ✓	DESIRABLE ✓
Able to work flexibly, including evenings, to meet the needs of 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.		✓
3. EXPERIENCE	ESSENTIAL ✓	DESIRABLE ✓
A successful track record operating at a management level in a Housing or similar organisation.	✓	
Experience of rent collection in Social Housing.	✓	
Experience of leading an Income Maximisation/Financial Inclusion (or similar) team.	✓	
Proven ability and significant experience of leading teams (including partnership and joint working arrangements) to achieve service improvements.	✓	
Proven ability in the delivery of continuous service improvements within a customer service and/or housing management environment.	✓	

In depth knowledge and understanding of legislation, Regulatory Standards and good practice in relation to rent collection and recovery.	✓	
Ability to empower and motivate individuals and staff groups to ensure efficient use of resources and maximise positive outcomes for residents.	✓	
Ability to engender a 'Rent First' approach across the workforce.	✓	
Excellent eye for detail and skilled in the interpretation of management information to report accurately and target performance improvements.	✓	
Excellent communication, negotiating and influencing skills along with the ability to network and form effective working relationships.	✓	
Extensive experience of working with computerised accounting and housing management systems applicable to rent accounting and recovery	✓	
Detailed experience of the Universal Credit claimant journey and the role of social landlords in supporting residents and the DWP.	✓	
Excellent and proven project management and problem-solving skills within a rent collection and recovery setting including the ability to manage change projects and carry them through to successful completion.	✓	
Ability to work in partnership to implement change while maintaining staff cohesion and operational delivery standards and outcomes.	✓	
Significant management experience in leading a demand-led, front facing team involving time critical and complex processes.	✓	
Experience of collaborative working and creative problem solving for the benefit of residents	✓	
Experience of identifying, developing and implementing innovative, cost effective, solutions that lead to improved business processes and service improvements using recognised improvement methods.	✓	
Experience of managing a complex budget.	✓	
4. KNOWLEDGE & SKILLS	ESSENTIAL ✓	DESIRABLE ✓
Demonstrates a significant knowledge and understanding of legislation and good practice in relation to rent collection.	✓	
Knowledge of housing benefits and welfare benefits.	✓	
Understanding of 1996 Housing Act within context of role.	✓	
Demonstrable knowledge and skills in Project and Programme management.	✓	
In depth knowledge of the practical and operational requirements of complying with the pre-court protocol in the context of rent arrears recovery.	✓	

Proficient in the use of all Microsoft applications (Word, Excel, PowerPoint) and be able to prepare comprehensive written reports, spreadsheets and presentations. Including knowledge of case management systems.	✓	
Proven ability to recognise and respond appropriately to people who move in and out of vulnerability during the lifetime of their tenancy and who are disproportionately affected by life events which put their tenancy at risk.	✓	
Proven understanding of the 'claimant journey' and the challenges associated with successfully managing a claim.	✓	
Ability to be persistent, creative and tenacious in engaging with harder to reach individuals to secure positive outcomes.	✓	
Ability to motivate and support staff within a multi-agency setting and establish safe and effective working practices and partnerships.	✓	
Ability to analyse and interpret a range of complex information from a variety of sources in connection with individuals and households and to present information in a clear, concise and structured way.	✓	
Ability to communicate in a wide variety of situations, and present views positively and persuasively to gain support using a collaborative style which secures positive outcomes.	✓	
Ability to make accurate and timely decisions, often in pressurised situations and to act tactfully and with sensitivity and courtesy at all times.	✓	
Skilled at managing a team budget including managing cost pressures and forecasting.	✓	

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.