

CROYDON COUNCIL
ROLE PROFILE AND PERSON SPECIFICATION

Directorate: Housing

Division: Housing Management

Job Title: Leasehold Manager

Role Profile

Job Title	Leasehold Manager
Directorate	Housing
Division	Housing Management
Grade	14

Hours (per week)	36
Reports to	Head of Income, Welfare and Leasehold Services
Responsible for	To manage a team of 7 which include: • Development Leasehold services Officer x1 • Leasehold services Officers x 4 • Home Ownership officers x 2
Role Purpose and Role Dimensions	To lead and continuously improve the Council's Leasehold and Home Ownership Service, ensuring legal compliance, excellent customer outcomes, efficient fiscal management, and the effective recovery of leasehold income. The postholder will provide strategic leadership for service charge administration, major works billing, home ownership services and Right to Buy, ensuring services are customer-focused, financially sustainable and aligned to corporate priorities.

Commitment to Diversity	The council has a strong commitment to achieving equality of opportunity in its services to the community and in the employment of people. It expects all employees to understand, comply with and promote its policies in their own work, undertake any appropriate training to help them to challenge prejudice or discrimination.
Key External Contacts	Leaseholders, Freeholders, Managing Agents, First-tier Tribunal, Solicitors, Contractors, External Auditors, GLA, Other Local Authorities
Key Internal Contacts	Finance, Legal Services, Asset Management, Building Safety, Housing Management, Income Services, Complaints Team, Corporate Directors
Financial Dimensions	Responsible for managing leasehold income streams, service charge recovery, major works billing

	and associated budgets. Ensures effective financial control, maximises income recovery, delivers value for money and contributes to achievement of Housing Revenue Account objectives.
Key Areas for Decision Making	To oversee the responsibilities conducted by the Leasehold and Home Ownership team, to ensure the efficient administration, issue and collection of the Annual Service charges, rent Charge, Insurance and major repair accounts for the Council's leaseholders and those freeholders liable for payment of a charge. And to manage the RTB application process with associated after sales works. Lead the development and delivery of strategic plans for Leasehold and Home Ownership Services, ensuring services remain compliant with legislative changes, sector best practice, and corporate objectives. Identify and manage operational, financial, and reputational risks associated with leasehold management and home ownership services. To lead on the Right to Buy application process and after sales work. Minimize fraud by fully investigating each application for Right to Buy. To provide an effective service to Croydon residents relating to the Home Ownership schemes in line with legislation, Council's policies, and procedures on a case-by-case basis.
Other Considerations	You may, from time to time, be required to work outside of regular office hours including weekends and evenings to attend meetings and community events.
Are a satisfactory disclosure and barring check required?	No
What level of check is required?	N/A
Is the post politically restricted?	No

Is the post exempt from the Rehabilitation of Offenders Act (ROA) 1974?	No
Key Accountabilities and Result Areas:	Key Elements:
Legal and compliance management	This will involve: • Responsible for completions of RTB sales and RTB receipts. • Approval of RTB applications and identifying and recommending cases of suspected housing fraud for referral to the Tenancy audit team and fraud department. • Providing detailed instructions to the external Solicitors and Council's Legal team on discharge of discount, deed of postponement, and removal of restriction. • To process requests, Deed of Postponement, Discharge of Discount, First Right of Refusal, Repayment of Discount, Removal of Restrictions and Certificate of Compliance. • To process the major repair loan scheme for leaseholders. • To manage leasing assignments, process deeds of variation and purchase of leasehold to freehold and provide corporate legal with original documents when completed. • To provide affidavits, give evidence for leaseholder arrears and First-tier Tribunal disputes and appear in Court as required. • To investigate and respond to complaints and enquiries from other parties. • To instruct the Council's external legal team to act on behalf of the Council in the sale of Home Ownership schemes.
Financial and Charge Management	This will involve: • To manage the service charges process ensuring that Annual Service Charges, ground rent, insurance, and Major Works charges are formulated accurately and invoiced in an efficient and timely manner, and costs are recovered by the end of the financial year. • To maximise the rate of collection of service charges, including those arising from major

	repair works, managing the arrears recovery process to achieve the targets set out in the Section Service Plan and KPI. This will include reviewing service charge disputes to ensure a resolution within target timescales and dealing with write-offs. • To calculate charges using a variety of apportionment methods for leaseholder invoices. • Leads team's contribution towards collection of a revenue stream of total value £2.5m pa service charges and major works charges for leaseholders & freeholders. • Recommends discretion to reduce service charges on major works more than £10,000 and report to the Director on decisions made. • Taking discretionary decisions on reducing service charges in individual cases.
Operational Management and Service Delivery	This will involve: • To be responsible for the operational management of the Leasehold and Home Ownership service within the Housing Directorate, leading both services to deliver their objectives. • To ensure achievement of key performance indicators including collection rates, arrears reduction, quality of service charge estimates and actuals, statutory Right to Buy timescales, complaint handling performance and customer satisfaction measures. • To ensure development of the leasehold and Home Ownership services are in line with the service Plan and legislation. • To review and monitor procedures to make changes to current procedures which are dependent on legislation and to advise all other service providers of our procedural changes changing policy. • Leasehold surveys – analysing survey data including survey feedback to identify gaps in service delivery and work with other Departments/Sections to deliver an action plan to improve service. • To monitor the process of home ownership schemes (RTB) in accordance with relevant

	legislation and the Council's policies and procedures. • To provide professional expertise and direction in the development and sustainment of high-quality Leasehold and Home Ownership services in compliance with statutory requirements.
Confidentiality	• Treating all information acquired through employment, both formally and informally, in confidence. There are strict rules and protocols defining employee access to and use of the council's databases. Any breach of these rules and protocols will be subject to disciplinary investigation. There are internal procedures in place for employees to raise matters of concern regarding such issues as bad practice or mismanagement.
Data Protection	• Being aware of the council's legal obligations under the Data Protection Act 2018 (the "2018 Act") and the EU General Data Protection Regulation ("GDPR") for the security, accuracy and relevance of personal data held, ensuring that all administrative and financial processes also comply. • Maintaining customer records and archive systems in accordance with directorate procedures and policies as well as statutory requirements. • Treating all information acquired through employment, both formally and informally, in accordance with the Workforce Data Protection Policy. • There are strict rules and protocols defining employee access to and use of the council's databases. Any breach of these rules and protocols will be subject to disciplinary investigation. There are internal procedures in place for employees to raise matters of concern regarding such issues as bad practice or mismanagement
Contribute as an effective and collaborative team member	This will involve:

	• Participating in training to demonstrate competence. • Undertaking training as required for the role. • Participating in the development, implementation and monitoring of service plans. • Championing the professional integrity of the service.
Equalities and Diversity	• The council has a strong commitment to achieving equality of opportunity in its services to the community and in the employment of people. It expects all employees to understand, comply with and promote its policies in their own work, undertake any appropriate training to help them to challenge prejudice or discrimination.
Health and Safety	• Being responsible for own Health & Safety, as well as that of colleagues, service users and the public. • Employees should co-operate with management, follow established systems of work, use protective equipment and report defects and hazards to management. • Managers should carry out, monitor and review risk assessments, providing robust induction and training packages for new and transferring staff, to ensure they receive relevant H&S training, including refresher training, report all accidents in a timely manner on council accident forms, ensure H&S is a standing item in team meetings, liaise with trade union safety representatives about local safety matters and induct and monitor any visiting contractors etc, as appropriate.

Person Specification

Job title	Leasehold Manager
Essential knowledge	• This post requires an in-depth knowledge of leasehold legislation, and the complexities associated with it. You need to be an expert in your understanding and analysis of this

	legislation to perform the duties of this post effectively and efficiently. These include: • Building Safety Act 2022. • Fire Safety Act 2021. • Social Housing Regulation Act 2023. • Landlord and Tenant Acts. • Commonhold and Leasehold Reform legislation. • Section 20 consultation requirements. • Housing Ombudsman Complaint Handling Code. • Knowledge of home ownership schemes such as Right to Buy, Assisted Private Purchase, Shared Ownership, Social Home Buy and Rent to Mortgage scheme. Working knowledge also includes first right of refusal, discharge of discount and deed of postponement.
Essential skills and abilities	• Demonstrate a working knowledge of home ownership schemes to include Right to Buy, Assisted Private purchase or similar home ownership schemes. • Understanding of Local Govt Finance in a Housing environment. • Sufficient knowledge to manage financial processes and transactions in accordance with policy and law. • Working knowledge of NEC, SharePoint, MS teams, Excel and email. • The ability to lead and manage high-performing, customer focused teams. • Able to take responsibility for own and team's performance, including addressing non-performance and ensuring team members deliver their required contribution to the service. • Able to develop the team to provide a responsive service for customers, listening to them and ascertaining their needs. • Able to allocate and use all available resources effectively and efficiently and to develop and manage the team to do the same.

	• Able to generate and apply relevant performance measures to assess and evaluate others work. • To motivate the team to deliver high quality work to deadline, and in a context of competing priorities.
Essential experience	• Experience of leading a team of Leasehold and Home Ownership staff to deliver a highly effective service that successfully supports customers and sustains tenancies. • Experience of working in a customer focused environment with a proven ability to deliver high performance, ensuring quality and focus on delivering excellent service. • Proven record in motivating and leading teams with evidence of personal and professional impact. • Experience in producing performance information and reports suitable for a variety of audiences, including commentary and analysis. • Experience of managing staff performance to develop and embed a culture professionalism and continuous improvement. • Experience in reconciling accounts & systems for leasehold charges and repairs transactions. • Experience in service planning and operational delivery, and review and to ensure the Leasehold and Home Ownership services are compliant and responsive to changes in legislation and customer need. • Experience of using Microsoft office and housing related databases.
Special conditions	N/A

Competencies

These are the competencies for manager level roles.

To deliver to the requirements of this role, the post-holder will need to demonstrate and/or develop the following behaviours:

We Put Customers First	Puts customers at the heart of everything they do, using feedback data and the Residents' Charter to
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	make their service better for customers. Ensures their team understand customers' issues and treat them with respect, solving customers' problems and investigating their complaints.
We Deliver Effective Service	Provides clear guidance and priorities to their team, ensuring they have the resources and equipment to deliver. Sets service KPIs and monitors performance, spotting patterns of problems or service issues and taking action to deal with root causes. Gathers and analyses data from a variety of sources to identify ways forward and make sound decisions.
We Adapt and Change	Supports organisational plans to transform and improve service for customers. Acts as a role model, promoting innovation and change across the team. Learns lessons from mistakes, giving and receiving feedback to stimulate improvement and development. Builds team resilience through managing change constructively, challenging negativity and overcoming resistance.
We Collaborate Constructively	Encourages collaboration with colleagues, suppliers and partners from across Housing and beyond to deliver for customers. Builds strong relationships with key stakeholders and partners, finding mutually beneficial ways forward. Demonstrates positive team facilitation skills and uses team charters to create a conducive team culture.
We Communicate with Impact	Communicates clearly and promptly with staff and residents, tailoring communication style and method to meet the needs of a range of different audiences. Influences and negotiates effectively, taking account of the needs of all parties. Encourages open and honest communication on challenging issues with the team and customers. Resolves disputes and conflict effectively.
We Lead Inclusively	Inclusive and fair in their interactions with all colleagues and team members. Ensures team members are treated fairly. Provides a vision and direction for the team, clarifying ambiguity and

	stimulating a sense of optimism about the future direction of the service. Delegates and targets resources effectively. Supports the team with demanding work, listens and acts to relieve pressure.
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