



**Housing Services & Resident Engagement  
Head of Leasehold and Income Services**

<p><b>What we value at Westminster</b></p>	<p>Westminster City Council believes in creating a Fairer Westminster, putting residents first. We will put residents at the heart of our decisions, and campaign for a government that is on their side.</p> <p>We work together to adapt to the changing needs of our communities – resulting in a dynamic atmosphere where ambition, diversity and creativity are celebrated.</p>
<p><b>Our culture</b></p>	<p>At Westminster we have a culture of openness, transparency and integrity – where everyone has the opportunity to thrive and develop to be the very best.</p> <p>The Westminster Way is the council’s commitment to our staff and is underpinned by three pillars:</p> <ul style="list-style-type: none"><li>• <b>Personal development:</b> Everyone has talent.</li></ul> <p>We want everyone to thrive at Westminster and so we take the time to nurture talent – coaching and mentoring our people to be the very best.</p> <ul style="list-style-type: none"><li>• <b>Value our people and diversity:</b> Everyone is valued.</li></ul> <p>We embrace our differences, to bring new perspectives to the future challenges of our city.</p> <ul style="list-style-type: none"><li>• <b>The Westminster Way of working:</b> Everyone is a leader.</li></ul> <p>At Westminster we encourage everyone to develop themselves to have a growth mindset and an outward looking approach to provide the best service to our residents, businesses and visitors. We champion modern and agile working and an open and transparent outlook to the way we work.</p> <p>In order to do the very best for our communities, we believe that our workforce should be representative of the people we work on behalf of, our residents. That’s why at Westminster we celebrate and embrace our differences.</p> <p>We are passionate about creating a workplace where all can thrive, and where every single person has the opportunity to develop, grow and to be valued for their contribution.</p>

**Portfolio/responsibilities of this role**

As a Head of Service role reporting into the Director for Housing Services & Resident Engagement, you are a strong people leader fostering an inclusive environment that prioritises resident satisfaction and community well-being.

This is a critical leadership role where you will drive service improvement and be responsible for working in collaboration with senior leaders and residents to develop, evolve and improve the way Housing teams work together to achieve shared outcomes. You will be a critical friend to those you support and create appropriate constructive challenge to drive delivery.

You will lead existing strategic and operational partnerships and develop new opportunities both within the Council and with external partners, to establish a coordinated and integrated approach to the management of the service.

You will foster a strong culture of standards, performance, and accountability, developing a team that is proactive and ambitious. Your vision and passion for creating the very best Housing Services will inspire and engage our teams, forging a deep sense of commitment to our vision and values. Within the Housing service, we are determined to apply resident centred best practice to everything that we do, striving to embed organisational learning into every layer of the department, using data, evaluation, and feedback from residents to continuously improve.

You will lead by example in modelling and embedding the Council's values and behaviours to help build a sustainable and highly effective service and develop our reputation as a successful Council delivering great value for its residents.

You will leverage your management expertise to support your team and the wider service in setting up for success, working collaboratively with other departments to resolve cross-cutting issues. As a Head of Service, you will provide support, guidance, and advice, while building strong relationships across the organisation and exemplifying the collaborative behaviours of a leader. You will work with other senior leaders across the Housing service to engage with residents on proposals that may impact on their home, their wider living environment and their quality of life.

**Key responsibilities:**

**Leadership & Strategy:**

- Be the lead on the provision of Leasehold and Income services for tenants and leaseholders residing within the Westminster City Council's housing portfolio.
- Be the lead for the resident advocacy service in line with consultation on major works programmes
- Strong focus on income maximisation and rent support for residents

- Lead high performing teams within a culture of high-quality customer care alongside well managed, controlled and reported business activities.
- As a member of the Senior Management Team (SMT) to actively develop, implement and contribute to the strategic direction and overall performance of the service, aligning with organisational goals and enhancing the resident experience.
- Support the Council in its responsibility for the development and delivery of the Council's Housing Strategy and associated strategies.
- Contribute to the development of directorate-wide strategic and financial plans and other key strategies under review.

#### Service Excellence:

- Provide a customer focused perspective to strategic planning and business development and ensure continuous improvement in these plans for the operations areas.
- Ensure high-quality service delivery that meets the diverse needs of residents.
- Monitor performance metrics to identify areas for improvement and implement change to support high performing business activities.

#### Resident Engagement:

- Foster strong relationships with residents, encouraging their participation in decision-making processes that meet their needs and aspirations.
- Implement programs that promote resident involvement and feedback.

#### Team Development:

- Conduct regular performance evaluations and facilitate training opportunities.
- Lead, motivate, coach, mentor and support teams and individuals, enabling a culture of learning and professional growth and accountability which embodies the "Westminster Way".
- Promote equality, diversity, and inclusion in the delivery of services and in our people management and development approaches, supporting Westminster to become an even more inclusive employer.

#### Collaboration:

- Collaborate with colleagues across the Housing directorate to provide joined up, clear and effective resident centred services.
- Represent the organisation in community forums and develop effective partnerships with multi-agencies, government departments, user groups and voluntary sector groups, leading the development of existing relationships to maximise opportunities as they arise.

	<ul style="list-style-type: none"> <li>• Play a strategic role for safeguarding, ensuring that effective arrangements are in place through strategic forums and operational services. To develop and promote close working relationships with health and other key partners to deliver integrated models of service delivery.</li> </ul> <p>Policy &amp; Compliance:</p> <ul style="list-style-type: none"> <li>• Ensure there are comprehensive policies and procedures which are implemented and updated as required relating to Housing within the organisation.</li> <li>• Stay informed on best practices and emerging trends within Housing.</li> <li>• Oversee the operation of an effective risk management framework and ensuring operations within the risk and compliance parameters, including accurate and timely reporting.</li> </ul> <p>Budget Responsibilities:</p> <p>£1.5 million</p>
<p><b>What do we expect this role to achieve?</b></p>	<p>Key outcomes for this role include:</p> <ul style="list-style-type: none"> <li>• A best in class, resident focused Leasehold and Income service.</li> <li>• A service that embeds quality improvement throughout, captures, measures and uses data, research, evaluation, intelligence and feedback from residents to continuously improve outcomes.</li> <li>• A service that embeds a learning culture throughout including within its partner contracts.</li> <li>• Strong individual and strategic partnerships that deliver timely and quality services to residents.</li> <li>• Effective, efficient, and equitable use of our collective resources and workforce.</li> <li>• Business support and resilience that supports brilliant outcomes for residents.</li> <li>• Flexible, diverse, competent, compassionate, motivated, creative and skilled workforce.</li> <li>• Residents as integral partners.</li> <li>• Demonstrable improvement in outcomes for residents.</li> </ul>
<p><b>Band/Salary range</b></p>	<p><b>Band 5</b></p>
<p><b>Work style</b></p>	<p>Agile</p>
<p><b>Your manager &amp; team</b></p>	<p>Reports into the Director of Housing Services &amp; Resident Engagement</p> <hr/> <p>Direct reports: Up to 5</p>
<p><b>Experience</b></p>	<p><b>Leadership Experience:</b></p>

	<ul style="list-style-type: none"> <li>• Demonstrable experience of operating at a senior management level within a local authority leasehold and income management service.</li> <li>• Proven track record of managing and developing diverse teams.</li> <li>• Experience leading change initiatives within an organisation to improve services or processes.</li> </ul> <p><b>Leasehold and Income Management:</b></p> <ul style="list-style-type: none"> <li>• Strong background in leasehold and income management, including knowledge of legislation, regulations, compliance, and best practice</li> <li>• Strong background in the formulation of service charges and rent setting in a local authority context</li> <li>• Strong understanding of asset management and major works programmes</li> <li>• Strong understanding of HRA finance</li> </ul> <p><b>Strategic Planning:</b></p> <ul style="list-style-type: none"> <li>• Experience in developing and implementing strategic plans that improve service delivery and resident satisfaction.</li> </ul> <p><b>Resident Engagement:</b></p> <ul style="list-style-type: none"> <li>• Demonstrated experience in fostering resident engagement and community involvement.</li> <li>• Ability to implement programs that promote participation and feedback from residents.</li> </ul> <p><b>Collaboration and Partnerships:</b></p> <ul style="list-style-type: none"> <li>• Experience collaborating with various internal and external stakeholders including government agencies, community organisations, and residents.</li> </ul> <p><b>Budget Management:</b></p> <ul style="list-style-type: none"> <li>• Experience in managing budgets and financial resources effectively to ensure sustainability and growth.</li> </ul> <p><b>Data-Driven Decision Making:</b></p> <ul style="list-style-type: none"> <li>• Familiarity with performance metrics and the ability to analyse data to inform decision-making and service improvement.</li> </ul> <p><b>Crisis Management:</b></p> <ul style="list-style-type: none"> <li>• Experience handling complex issues and crises in housing or community settings.</li> </ul> <p><b>Policy Knowledge:</b></p> <ul style="list-style-type: none"> <li>• Demonstrated experience within a complex political and service environment with elected Members and senior managers, and a wide range of other bodies, such as partner organisations, communities, public agencies and statutory bodies.</li> <li>• Understanding of housing policies and regulations, and advocacy efforts related to affordable housing and resident rights.</li> </ul>
<p><b>Skills</b></p>	<ul style="list-style-type: none"> <li>• Clear and comprehensive understanding of statutory responsibilities, consumer standards and health and safety for social housing in line with the requirements of the Social Housing Regulator.</li> <li>• Exceptional leadership skills to manage complex, multi-disciplinary teams, drive high standards and deliver resident-centric services.</li> <li>• Ability to lead and work as part of multidisciplinary project teams to enable the one team approach and delivery of transformational projects.</li> </ul>

	<ul style="list-style-type: none"> <li>• Ability to translate complex legislation into local policy and practice.</li> <li>• Ability to analyse financial and performance information, understand the business context and extract key facts to deliver improvement and opportunities</li> <li>• Evidence of successful resources management in a multi-disciplinary environment, as well as a successful track record in managing large budgets, business planning, quality and performance management.</li> <li>• Knowledge of the issues facing local government and those relevant to service/functional responsibilities, together with the legal, financial and political context of public sector management and the statutory responsibilities of the post.</li> <li>• Resident driven – understands the resident needs that will support delivery of the business strategy and implements these where appropriate.</li> <li>• Innovative thinker with creative solutions to complex problems</li> <li>• Ability to translate strategic objectives into operational plans.</li> <li>• Ability to deploy advanced interpersonal skills to inspire, motivate, coach and develop team members to high levels of performance.</li> <li>• Advanced relationship and stakeholder management skills</li> <li>• Advanced skills in written and verbal communication to influence and engage others effectively.</li> </ul> <hr/> <ul style="list-style-type: none"> <li>• <b>Qualifications</b></li> <li>• Degree level education or qualified by experience to equivalent level</li> </ul>
<p><b>Corporate standards</b></p>	<ul style="list-style-type: none"> <li>• <b>Resources / Financial management</b> We expect you to manage delegated budgets, funding and resources in line with our processes and our Westminster Way.</li> <li>• <b>Values and behaviours</b> Our values and behaviours are at the heart of everything we do. We expect you to work in this Westminster Way empowering, engaging and encouraging your teammates to deliver our corporate vision.</li> <li>• <b>Compliance</b> We expect you to ensure legal, regulatory and policy compliance in area of your specialism, identifying opportunities and risks and escalate/report where appropriate.</li> <li>• <b>Equality and diversity</b> We value equality and diversity as a city Council, and we want you to support and promote this in your day-to-day work.</li> </ul>
<p><b>Additional values and behaviours for Managers</b></p>	<p><b>People and Service Management</b></p> <ul style="list-style-type: none"> <li>• Role model the Westminster Way: <ul style="list-style-type: none"> <li>○ Demonstrate inclusive leadership</li> <li>○ Take the lead in driving initiatives</li> <li>○ Be proactive in being forward and outward looking, by regularly investing in own development</li> </ul> </li> </ul>

- Driving forward performance by empowering staff to take the lead. Setting high standards, encouraging improvement and innovation. Supporting the team to achieve by adopting a coaching style of management.
- Having regular employee led conversations to develop our people – creating a safe environment for learning, taking time to understand their strengths and motivations, stretching them and coaching them to achieve.
- Managing budgets responsibly – planning, monitoring and adapting budgets to respond to changing priorities.
- Delivering the Medium-Term Plan
- Working within the democratic framework - understanding the democratic process and its role in public organisations, anticipating Member needs and responding to their feedback.

#### **Leadership and Engagement**

- Inspiring the team to deliver the corporate vision, embrace change and develop opportunities.
- Delivering the corporate vision – developing and communicating a direction for my service which keeps us focused on delivering the priorities of the corporate vision and makes it central to everything we do.
- Leading change - being realistic, transparent, and clear on the challenges. Communicating the reasons for change and ensuring understanding. Inspiring people to get involved, to question, and to take change forward.
- Making difficult decisions – tackling issues proactively and finding solutions, being accountable for the decisions that have been made.
- Engaging staff, communities, and customers - winning strong support through effective and regular communication, collaboration, and feedback.
- Being commercial – creating opportunities to generate growth, income and maximise commercial potential