

# Assistant Director of Service Charges, Income and Support



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## > Operations

### What's it all about

You will provide first-class leadership across service charge management, tenancy sustainment, and safeguarding functions. You will also temporarily lead the newly created Income Collection taskforce, significantly improving performance by increasing cash collection, driving down debt and delivering IT system change. Your role is pivotal in ensuring financial resilience, compliance, and customer trust.

### How you'll make a difference

- Drive the vision for your service area, ensuring alignment with organisational goals and regulatory requirements
- Lead process, system, and digital transformation initiatives to deliver efficient, accurate, and customer-focused service charge and income operations.
- Oversee service charge budgets of £126 million, ensuring robust financial controls and reporting.
- Own NHG's approach to safeguarding and tenancy sustainment, ensuring residents are supported to live safely and securely in their homes.

### How you'll do it

- Lead a compliant service charge offer that balances customer focus with maximising income recovery.
- Act as a subject matter expert to the organisational service charge improvement project.
- Ensure all relevant residents receive accurate, timely and high-quality service charge budgets enabling meaningful budget engagement and reducing Section 20B notices to below 5%.
- Corporate ownership of NHG's approach to safeguarding and tenancy sustainment. Champion a culture of resident safety and

wellbeing, ensuring safeguarding and tenancy sustainment are embedded in all operations.

- Support residents to live well, remain in their homes, and thrive, while ensuring safeguarding compliance and proactively managing associated risks with arrears.

### Leadership

- Deputise as required for the MD of Operations
- Provide clear leadership as part of the MDs of Operations SMT and across the Directorate.
- Effectively manage and develop Heads and managers so that they manage and develop their teams and meet customer and service targets.
- Provide strong and effective leadership to maintain a culture of high performance and customer centricity across teams and deliver the objectives of the Customer Strategy.
- Report to the MD of Operations (and EB where necessary) on all aspects of business activities within relevant remit
- Provide strong and effective leadership and implement a culture of high performance across teams.
- Effectively promote collaborative approaches to engage teams to work successfully to deliver high quality services with cost-effective outcomes.
- Establish and maintain a culture of service improvement, supporting staff to deliver change projects to meet developing and evolving customer needs.
- Be a role model for your team by demonstrating the NHG behaviours in all you do.
- Provide relevant senior level advice and guidance as required.



- Provide excellent financial management of budgets, including budget setting and the provision of financial information and analysis.
- Ensure core elements of service delivery with NHG are conducted in compliance with legislation, regulation, and our policy, as well as complying with local authority or central government requirements.
- Represent NHG externally; develop and maintain NHG's reputation as appropriate and build effective relationships with relevant stakeholders.
- Take responsibility for your own development, ensuring any gaps are identified and a learning plan put in place. Ensure every staff member has a clear objective and development plan.
- Evidence a firm commitment to diversity across the Directorate

#### **Service Charge Management and Business Partnering**

- Provide visible, strategic leadership across the Directorate and the wider organisation in relation to service charges.
- Corporate ownership of delivery of a compliant and customer centric service charge cycle focussed on achieving Customer Strategy outcomes.
- Establish a framework where the different service charge regimes (fixed and variable) are set, managed and reconciled/audited in accordance with relevant legislation, regulations and good practice.
- Implement a service charge Business Partnering relationship between Operational scheme owners and the service charge team. Ensure effective engagement and clear communication drives a high-quality service for customers.

- Ensure that service charge budgets (including reserve funds) are realistic and that central and contract costs are adequately included. Flag when service charge costs fluctuate outside of tolerance and propose appropriate mitigations.
- Own and embed the outcomes of the service charge transformation project, developing our capability across systems, process and culture in line with Customer Strategy outcomes.
- With relevant stakeholders, oversee the development of high quality, transparent customer communication templates in relation to all service charge touch points.
- Put in place a route to resolution for any service charge accounts that are not issued (section 20b). Work with the Operational teams to ensure that this is effectively communicated to residents.
- Work closely with the finance department to ensure appropriate data and reporting is provided for scrutiny of service charge cost allocation.
- Ownership of the service charge annual I&E account and in year forecasting across the various regimes. Ensure this is accurately reflected in the service charge accounts, management accounts and Business Plan, taking appropriate action where needed.
- Oversee compliant and resident focussed consultation processes for QLTA's.
- Oversee a framework where adequate support is provided to the Operational teams and scheme managers in FTT and mediation disputes.
- Horizon scanning for risks and opportunities related to legislative, regulatory and best practice changes around service charges. Lead appropriate amendments in NHG policy and practice.



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### Income Collection

- The post holder will temporarily be responsible for the Income Taskforce that has been set up. In this capacity they will:
- Achieve and exceed income collection and revenue targets to safeguard organisational financial health.
- Set vision and direction for income service task force aligned with organisation targets and objectives.
- Deliver taskforce improvement plan, and develop and implement long-term strategies for maximizing income and reducing arrears.
- Oversee the provision of a comprehensive benefits and advocacy service for our customers, helping them to maximise their income and receive the money that they are entitled to.
- Collaborate with internal teams and external partners to optimize income collection.
- Analysing income collection performance, identifying areas for improvement, and reporting on financial outcomes
- Oversee and project manage the transition of the digital service from Workwise to RentSense to deliver an efficient and effective service.

### Support Services and Safeguarding

- Provide strategic leadership for NHG's safeguarding approach, ensuring compliance with statutory duties and embedding best practice across all services.
- Deputise for the MD Operations as corporate lead for safeguarding, managing risk and ensuring robust governance, reporting, and escalation processes.
- Champion a culture of resident safety and wellbeing, ensuring safeguarding principles are

integrated into income collection and tenancy sustainment activities.

- Ensure effective partnerships with internal teams and external agencies to deliver holistic support for vulnerable residents, including welfare benefits and tenancy sustainment interventions.
- Monitor and manage safeguarding risks and tenancy sustainment performance, providing assurance to the H&S Leadership Group, Executive Team and Board.
- Drive continuous improvement in safeguarding and tenancy sustainment processes, ensuring early intervention and prevention to minimise risk and cost.

## All about you

### Behaviours for success

Our values set out what we stand for. You'll need to show us how you match them and how you'll behave to ensure those are visible when carrying out your work.

- Compassionate • Inclusive
- Progressive • Empowered
- Dependable

For each value, we've created example behaviours to help you understand our expectations in more detail. [Please refer to the framework](#). This role is at leadership level.

This is a people manager role. [Please refer to our people manager standards](#).

### Essential knowledge, experience and skills

- Track record of success in a leadership role; meeting challenging objectives and delivering business performance that exceeds expectations and targets.
- Evidence of excellent customer service achievements in a complex service delivery



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environment.

- Evidence of building and managing effective relationships at a senior level including those with boards, customers, partners and a range of stakeholders.
- Significant experience working with complex service charges
- Engaging leadership style with the ability to inspire and engage with people.
- Experience of leading successful change programmes with employee, customer, resident and stakeholder engagement, involvement and collaboration.
- Evidence of commercial acumen with a track record of successful negotiation and successful partnership where relevant.
- Good understanding of the relevant legislation, statutory and regulatory requirements.
- Excellent communication skills – experience of preparing and delivering high quality reports and presentations.
- Strong influencing and negotiating skills supported by personal credibility, empathy, integrity and professionalism.
- Effective and confident interpersonal skills with the ability to engage with a range of audiences and work in genuine collaboration with others.
- In depth knowledge and practical application of budget setting and business planning
- Experience of overseeing and resolving housing and legal casework
- Educated to degree standard
- CIH, TPI or other equivalent level 4 housing management qualification
- Effective IT skills including basic/intermediate MS Office skills