

## Role profile

<b>Job Title:</b>	Operational Director of Housing Landlord Services	<b>Grade:</b>	CB1
<b>Department:</b>	Housing	<b>Post no:</b>	TBC
<b>Directorate:</b>	Housing and Environment	<b>Location:</b>	Perceval House

<b>Role reports to:</b>	Strategic Director Housing and Environment
<b>Direct reports:</b>	Assistant Directors across Asset Management and Housing Management departments
<b>Indirect reports:</b>	All asset management and housing management departments staff

## Job description

### Purpose of role

- The Operational Director of Landlord Services is a senior leadership position within Ealing Council, responsible for the strategic, operational, and financial management of all landlord functions relating to the council's housing stock.
- The role will provide leadership to around 200 staff ensuring the delivery of safe, high-quality, and resident-focused services to Ealing's tenants and leaseholders, upholding statutory obligations, best practice, and the council's values.
- The Director is pivotal in shaping and driving Ealing's housing strategy, ensuring positive outcomes for residents and local communities across the borough.

### Key accountabilities

#### Strategic Leadership and Vision

- Develop and communicate a compelling vision for Housing Landlord services, aligned with Ealing Council's corporate objectives and housing priorities.
- Lead the creation, review, and implementation of the HRA business plan to deliver operational excellence and drive continuous improvement.
- Stay informed on national policy developments, sector best practices, and emerging trends to foster innovation and transformation.
- Advise and support senior council leadership and elected members on landlord and housing matters.
- Represent Ealing Council at borough, regional, and national forums to enhance the reputation of landlord services.

- Monitor and respond to changes in legislation, regulatory standards, and sector best practice.

### **Operational Management**

- Oversee the efficient management of Ealing Council's residential properties in the HRA.
- Ensure compliance with legislation and standards including the Housing Act 1985, Landlord and Tenant Act 1985, Building Safety Act 2022, and Social Housing Regulation Act 2023.
- Deliver high-quality maintenance, repairs, tenancy enforcement, rent collection, void management, and re-letting processes.
- Maintain legal compliance and meet all statutory and contractual landlord duties.
- Lead on safeguarding, anti-social behaviour, and tenancy enforcement matters.

### **Resident Engagement and Customer Service**

- Champion a resident-led approach to service design and delivery.
- Embed systems for meaningful communication, consultation, engagement, and feedback.
- Address concerns and complaints swiftly and constructively.
- Drive continuous improvement in customer satisfaction and resident experience.
- Lead transformation projects and digital innovation to modernise services.

### **Health, Safety, and Compliance**

- Take lead responsibility for ensuring property safety, health, and compliance.
- Oversee primary and secondary compliance, including Housing Health and Safety Rating System, damp, mould, and condensation, and building safety.
- Ensure robust risk management, reporting, and assurance mechanisms are in place.

### **Financial Management, Resource Allocation and Value for Money**

- Manage the HRA turnover of £80m+ and capital programmes exceeding £50m annually.
- Ensure efficient resource allocation, strict financial controls, and value for money.
- Lead on rent setting, service charges, capital investment, and cyclical maintenance.
- Secure financial sustainability in line with HRA requirements.

## **Leadership of Teams and Partnerships**

- Lead, motivate, and develop diverse service teams across housing management, repairs, leasehold services, tenancy support, and customer services.
- Foster a culture of high performance, inclusivity, and professional development.
- Build and sustain partnerships with internal and external stakeholders including elected members, contractors, regulators, and communities.

## **Performance and Quality Assurance**

- Implement strong performance management and quality assurance systems.
- Use data and insight to drive service improvement.
- Benchmark performance against national and London-wide standards.
- Ensure compliance with Consumer Standards and Tenant Satisfaction Measures.
- Lead on external audits, inspections, and regulatory reviews.
- Set and monitor ambitious targets for service quality, satisfaction, and efficiency.

## **Equality, Diversity, and Inclusion**

- Promote and embed a culture of equality, diversity, and inclusion.
- Address the needs of Ealing's diverse communities.
- Tackle disproportionality and ensure full access to services and opportunities.

## **Crisis and Emergency Response**

- Lead crisis management for landlord-related incidents including major repairs, building safety, safeguarding, and emergency housing.
- Coordinate with partners to ensure effective and compassionate responses for residents.

## **Key performance indicators**

### **Financial management:**

- Delivery of balanced budgets and achievement of value for money across all landlord services.
- Effective oversight of HRA income, expenditure, and capital programmes.

### **Compliance and risk management:**

- Full compliance with statutory, regulatory, and council policy requirements.
- Successful implementation of strategic housing initiatives and business plans.

- Risk mitigation and audit outcomes

### **Service delivery and resident outcomes**

- Tenant satisfaction scores
- Volume, resolution time, and outcome of tenant complaints
- Participation in local consultations, events, and resident panels
- Turnaround time for vacant properties and occupancy rates
- Repairs and maintenance response times, completion rates, and satisfaction with repairs

### **Workforce and culture:**

- Engagement, development, and retention of high-performing teams.
- Promotion of a positive, inclusive, and high-performance culture.
- Training and development completion rates

### **Key relationships (internal and external)**

- Internal: Chief Executive, Corporate Directors, Cabinet Members, Finance, Legal, Property, Housing Needs, Regeneration, and Social Care teams within Ealing Council.
- External: Tenants and leaseholders, community groups, partner housing associations, contractors and repairs partners, the Regulator of Social Housing, the Housing Ombudsman, London Councils, GLA, DLUHC, and relevant statutory agencies.

### **Authority level**

- To undertake any functions through the Council's constitution and scheme of delegations
- Strategic budget accountability across housing landlord services in excess of £80m income and expenditure and £100m per annum capital (including regeneration)
- Financial sign-off up to £1m
- Leadership of multi-million pound capital and revenue programmes
- To commission and client the HRA regeneration programme

### **Additional Requirements**

- This post is politically restricted under the Local Government and Housing Act 1989. The postholder must observe the statutory restrictions on political activity and maintain impartiality in the execution of their duties.

- The postholder is also required to participate in the Council's GOLD Command structure, providing strategic leadership and decision-making during major incidents, emergencies, and critical service disruptions, in accordance with the Council's emergency planning and resilience protocols.
- Any other duties appropriate to the post and grade.

## Person specification

Community and partnership working are essential for all roles as are a commitment to Equality, Diversity and Inclusion and ensuring Health and Safety at Work for everyone working at Ealing Council.

Recruitment practices to safeguard and promote the welfare of children and/or vulnerable adults apply to this post in addition to the requirement to obtain a Disclosure and Barring Service (DBS) check.

### **Essential knowledge, skills, and abilities**

1. Expert knowledge of social housing regulation, landlord compliance, and health and safety obligations.
2. Excellent leadership and people management skills, with a talent for inspiring and developing high-performing teams.
3. Outstanding communication, negotiation, and stakeholder engagement skills.
4. Strong financial skills, with expertise in budgetary management, rent setting, and value for money delivery.
5. Ability to manage risk, resolve complex issues, and make sound decisions under pressure.
6. Advanced data literacy and analytical skills, using performance information to drive improvement.
7. Commitment to resident empowerment, tenant participation, and co-production of services.
8. Responsiveness to the needs of Ealing's diverse, urban population, with a dedication to the values of inclusion, fairness, and social justice

### **Essential qualification(s) and experience**

1. Extensive experience at a senior leadership level within local authority social housing or a registered provider environment, ideally within a London borough.
2. Comprehensive understanding of landlord and housing management legislation, policy, and best practice.
3. Proven record of leading large teams, managing significant budgets, and delivering effective, inclusive services to diverse urban communities.
4. Experience of driving transformation, service improvement, and digital change in a housing context.
5. Experience of working in complex, political environments with high accountability and scrutiny.
6. Relevant professional qualification (e.g. CIH, RICS) or equivalent experience and continuous professional development.

## Values and behaviours

Improved life for residents	Trustworthy	Collaborative	Innovative	Accountable
<ul style="list-style-type: none"> <li>• Is passionate about making Ealing a better place</li> <li>• Can see and appreciate things from a resident point of view</li> <li>• Understands what people want and need</li> <li>• Encourages change to tackle underlying causes or issues</li> </ul>	<ul style="list-style-type: none"> <li>• Does what they say they will do on time</li> <li>• Is open and honest</li> <li>• Treats all people fairly</li> </ul>	<ul style="list-style-type: none"> <li>• Ambitious and confident in leading partnerships</li> <li>• Offers to share knowledge and ideas</li> <li>• Challenges constructively and respectfully listens to feedback</li> <li>• Overcomes barriers to develop our outcomes for residents</li> </ul>	<ul style="list-style-type: none"> <li>• Tries out ways to do things better, faster and for less cost</li> <li>• Brings in ideas from outside to improve performance</li> <li>• Takes calculated risks to improve outcomes</li> <li>• Learns from mistakes and failures</li> </ul>	<ul style="list-style-type: none"> <li>• Encourages all stakeholders to participate in decision making</li> <li>• Makes things happen</li> <li>• Acts on feedback to improve performance</li> <li>• Works to high standards</li> </ul>