



Head of Maintenance

Job description and person specification



Job description – Head of Maintenance

Reporting to the Regional Director

Direct reports – up to 8

Indirect reports – approx. 60 depending on region

Total employees = approx. 70 depending on region

Summary of role:

As a member of the Group's wider leadership team, the Head of Maintenance provides strategic and visible operational leadership across all maintenance services, ensuring homes are safe, compliant, well-maintained and deliver excellent value for money. The role has responsibility for resident-focused services across the Group's social housing stock, trading subsidiaries, and partnership arrangements, while contributing to the achievement of the Group's wider strategic objectives.

- Delivering more for our customers
- Having the capacity to build more homes
- Being a great place to work for our colleagues
- Being a financially resilient business
- Being a key influencer in the region

The role has leadership responsibility for role modelling and embedding our valued behaviours, and supporting the wider business to develop a positive, inclusive and engaging culture:

- Own it – Make it happen
- Improve it – Move things forward
- Live it – Show understanding and compassion

Key requirements include;

Collegiate leadership & Organisation-wide impact

- Working with colleagues across the wider leadership team to execute and implement the organisation's strategies
- Supporting the leadership team to overcome barriers to high performance and deliver positive outcomes by providing an internal service which meets their needs
- Partnering effectively with senior leadership to deliver our strategic aims as one unified organisation
- To provide insight and challenge which will inform operational plans and delivery
- To advise and make recommendations for positive change across the organisation so that merger benefits and integration principles are achieved
- To contribute to governance policies, systems and practices across all aspects of a large and complex business which has an extensive range of stakeholders.
- To contribute to organisation-wide discussions and issues above and beyond individual area of expertise.

Specifically for the Head of Maintenance

The portfolio of services include:

- Providing strategic and operational leadership for all maintenance services, including responsive repairs, planned maintenance, and statutory compliance works in both occupied and empty homes, across the organisation's social housing stock, its trading subsidiaries and partnering arrangements.
- Maintaining full accountability for Health & Safety across all maintenance operations, ensuring services are safe, compliant, efficient and customer-focused, while achieving value for money and high levels of tenant satisfaction.
- Promoting and embedding Systems Thinking principles to understand performance, identify root causes, and assess whether strategic purpose is being achieved.
- Ensuring maintenance services are shaped by customer priorities, with meaningful engagement and inclusion embedded in service design and decision-making.
- Working collaboratively with all Group services to ensure maintenance activity minimises disruption, reflects known vulnerabilities, and meets additional customer needs in homes, communal areas and external spaces.
- Influencing Group-wide strategy as a member of the leadership team, working across departments to deliver organisational priorities.
- Representing the Group locally, regionally and nationally, including speaking on areas of expertise and participating in sector panels or steering groups.
- Identifying and realising growth opportunities through partnerships, acquisitions, mergers, stock purchases, and new contracts, ensuring effective integration into existing systems and processes.
- Managing financial, operational and reputational risk across all maintenance services.

Key areas of responsibility:

Maintenance Services

- Lead and develop regional maintenance teams to deliver consistent service excellence across all maintenance activities.
- Accountable for operational delivery, performance management and service outcomes.
- Develop and implement policies, strategies and service improvements that enhance outcomes for tenants and customers.
- Build and maintain effective partnerships with Local Authorities and key stakeholders, supporting local and regional strategies and reinforcing the Group's position as a leading landlord services provider.
- Develop and bid for new business opportunities, delivering profitable commercial maintenance contracts aligned with Group strategy.
- Hold full responsibility for all people and financial resources associated with maintenance services and contracts.
- Report directly to the Executive Team and relevant Committees on performance, financial returns and growth opportunities, setting realistic and deliverable budgets and forecasts.
- Advise the Executive team on emerging regional and national opportunities that strengthen the Group's position as a place-based leader.
- Develop and agree strategic and operational plans at regional and Group level in collaboration with other Heads of Service.

- Maintain up-to-date knowledge of regulatory and compliance requirements, including the Regulator of Social Housing Consumer Standards and Tenant Satisfaction Measures (TSMs).
- Measure and monitor performance using data-led, systems-thinking approaches to drive continuous improvement.

People Management

- Lead the recruitment, development, performance management and retention of employees within the maintenance function.
- Build high-performing teams through effective leadership, coaching, mentoring and succession planning.
- Ensure policies and procedures are clearly communicated, understood and consistently applied.
- Regularly review individual and team performance, identifying training and development needs aligned to organisational objectives.
- Create a culture of open feedback and engagement, monitoring organisational health and responding proactively to emerging issues.

Performance Management

- Track and report progress against Organisational and Regulatory Measures using data-driven insight to improve outcomes for customers and the organisation.
- Prepare and present reports for the Regional Director, Executive Management Group, Board and Committees as required.
- Use intelligence from customers, colleagues, stakeholders and communities to shape and improve services.
- Provide robust oversight of contractors and third-party providers to ensure value for money, quality, productivity and regulatory compliance.
- Identify opportunities to improve efficiency, productivity and service outcomes across in-house teams and contractors.
- Set and deliver annual operational plans that align with the Group's wider delivery model.

Financial Management

- Take a commercial approach to cost control, income generation and profitability, ensuring organisational and commercial activities deliver returns aligned with Board expectations.
- Manage and control operational and staffing budgets in line with Group financial controls and Standing Orders.
- Drive efficiency, value for money and continuous improvement in financial performance.
- Maintain full oversight of contractor financial performance and lead procurement or re-procurement activities where required.
- Ensure stock is assessed using the Trust's NPV model, supporting informed investment and divestment decisions.

Customer Excellence

- Champion exceptional customer experience across all maintenance services.
- Ensure tenant and customer interests are central to service delivery and decision-making.

- Foster an inclusive, customer-focused culture that maximises satisfaction and engagement.
- Co-create flexible, innovative communication and service delivery using digital and social platforms.
- Promote ownership of complaints management and early resolution.
- Ensure teams are skilled to manage complex customer issues or work effectively with specialist partners.
- Develop and maintain high-quality customer data to support service improvement and redesign.
- Partner with colleagues to capture insight on service delivery and to identify and engage customers who may be socially, financially or culturally excluded.

Risk Management

- Maintain full operational oversight of Health & Safety, ensuring the safety of employees, residents and shared spaces.
- Ensure compliance with all Corporate Policies, including Health & Safety, Equality & Diversity, Risk and Performance Management.
- Maintain up-to-date knowledge of regulatory and compliance requirements to minimise regulatory, compliance, and service delivery risks, including compliance with the Regulator of Social Housing Consumer Standards and Tenant Satisfaction Measures (TSMs).
- Develop and review operational risk management plans to support safe and effective service delivery.
- Work with internal and external auditors to test systems and implement identified improvements.
- Protect and enhance the reputation of the Group and its subsidiaries through strong leadership and governance.

Additional responsibilities:

- Participate in the Group's emergency on-call rota as required, responding to service or premises-related incidents, recognising that arrangements may vary across legacy organisations and may change to meet future business needs.

No job description can be entirely comprehensive and the jobholder will be expected to adapt and carry out such other duties as may be required from time to time, on the understanding that they will be within the individual's remit and capability, and consistent with the status and responsibilities of the role within the organisation.

Any teams indicated in this Role Profile which are currently in the Director's remit may be changed as required by business needs.

Person Specification

What do I need to be successful as the Head of Maintenance;

- Role model the Group's valued behaviours; Own it, Improve it and Live it, ensuring valued behaviours are embedded in your team through effective support, recognition and performance management.
- A team working ethos with exceptional people management and team leadership skills which motivate and inspire.

- Ability to champion collaboration, break down silos and encourage a one team mentality.
- Able to communicate, support and implement the organisation's strategic priorities, culture and purpose.
- Strong experience of measuring and monitoring effective service delivery and addressing performance concerns or issues.
- Experience of contributing to organisation-wide strategic planning and horizon scanning.
- The ability to devise or contribute to change initiatives which encourage new ways of working in times of transition. Be consistently positive about new ideas and learning.
- A sound understanding of the challenges facing the housing sector and the regulatory and legal frameworks we operate within. Ensure that business risks are identified, discussed and managed.
- Strong senior stakeholder management and the ability to influence and shape organisational and culture change.
- A strong commitment to Equality, Diversity and Inclusion.
- The ability and experience to contribute to any governance or regulatory issues which the organisation may encounter.
- Ability to work at pace.
- Experience of developing strategic plans to address workforce challenges and drive positive outcomes
- Skilled at negotiating and influencing, with ability to apply different techniques to varying situations.
- Able to communicate complex information in a concise and accessible way to a variety of audiences.
- Knowledgeable and up to date regarding technology and digital aspects of portfolio.

Additional specialist skills

- Qualified to CIH Level 5, aligned to the Competence and Conduct Standard, or possession of a relevant degree or professional qualification (essential).
- Proven experience of managing and leading a high performing, multidisciplinary and geographically dispersed team within a maintenance, housing or similar service delivery environment (essential).
- Strong understanding of the Regulatory landscape within which the service operates (desirable).
- Confident and competent user of IT systems and digital applications (essential).
- Confident communicator, able to address groups of staff and delivery positive, clear, and appropriately challenging messages (essential).