

## Job Title: Managing Director of Direct Labour Organisation (DLO)

### Role Purpose:

Provide strategic leadership for the in-house Direct Labour Organisations, ensuring sustainable growth and the safe, cost-effective delivery of high-quality repairs, maintenance, and estate services. Drive a modern, customer-focused operation that delivers strong commercial performance, excellent resident satisfaction, and a cohesive, values-led culture.

### Key Activity/Success Metrics:

#### Strategic Leadership & Service Direction

You will define the strategic vision for the DLO, ensuring all service delivery aligns with the wider property and asset strategies of the organisation. Your role will focus on driving sustainable growth by developing and implementing plans that expand both the scope of services and geographical reach while delivering measurable value. Through your leadership you will champion service transformation, accelerate digital optimisation, and modernise workforce practices positioning the DLO as a leader in operational efficiency and innovation.

#### Operational Excellence

You will oversee the delivery of responsive repairs, voids, planned works support, caretaking, cleaning, grounds maintenance, and estate services, ensuring in-house operations consistently meet or exceed the standards of external contractors. Your focus will be on driving performance improvements, including increasing first-time fix rates, reducing void turnaround, enhancing productivity, and maintaining exceptional estate service standards across all areas of operations.

#### Safety, Compliance & Assurance

You will ensure full compliance with all statutory safety requirements, including gas, electrical, fire, legionella, and broader building safety obligations. By promoting a strong safety culture, you will embed robust reporting processes, thorough investigations and drive proactive learning from incidents. You will provide clear, evidence-based assurance reporting to Boards and Committees, highlighting variances and ensuring timely corrective actions are implemented to ensure the highest standards of safety and compliance.

#### Financial & Commercial Management

You will take ownership of a significant budget, ensuring value for money and consistent service quality across all operations. Your responsibilities include monitoring financial performance, addressing variances promptly and implementing timely corrective measures to maintain budgetary control. In addition, you will also drive commercial improvement by identifying cost efficiencies and exploring opportunities for additional revenue where appropriate, delivering sustainable financial outcomes for the organisation.

#### Resident Experience

You will champion a resident-first culture, ensuring every interaction builds resident trust and enhances satisfaction. Your approach will be rooted in transparent communication and reliable follow-through with particular focus on repairs and estate issues affecting vulnerable residents. By leveraging data insights and resident feedback you will continuously refine service delivery and drive improvements that will elevate the overall resident experience.

#### Workforce & Cultural Leadership

You will lead a large and diverse operational workforce, fostering engagement, high morale, and alignment with organisational values. By embedding an inclusive, collaborative, and customer-centric culture, you will provide clear direction, enable development opportunities and implement succession planning, and performance management. As a visible and trusted leader, you will model organisational values and leadership foundations, setting the benchmark for professionalism and accountability across the DLO.

## About you

- Proven track record of leading a high-performing contracting or repairs service at comparable scale.
- Demonstrated success in building and sustaining a positive, cohesive, customer-focused organisational culture.
- Strong ability to interpret and act on performance and financial data to drive meaningful service improvements.
- Experience managing significant budgets and delivering financially sound service models.
- Personal resilience with experience leading teams through periods of pressure, scrutiny, and organisational change.
- Strong stakeholder, regulatory, and partnership management skills.

## Leadership Responsibilities

- As a member of the Leadership Team, make a major contribution to the strategic direction of the organisation, supporting and enabling the delivery of the Group Strategy
- Demonstrate strong leadership skills to help to build a diverse and inclusive organisation; ensuring that EDI principles are fully embedded in the attraction, recruitment, development and retention of your teams and within the delivery of our services.
- Be a confident role model and leader, ensuring you reflect the values of the organisation. Know what it takes to motivate your team and ensure they have the right tools to do the job.
- Empower your teams to develop and grow, leading with trust and showing appreciation.
- Build effective networks internally across the organisation and externally to support delivery of the group strategy and the new localities model.
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