

# Operations Manager (External Managing Agents)



Working better together  
for our residents

## Operations Directorate

### What's it all about

As a pivotal role within our new Operations Directorate, the Operations Manager is essential to fortify our commitment to delivering exceptional services to customers, with a significant focus on the integral role played by internal and external managing agents.

As the Operations Manager, you will be responsible for leading, managing, and motivating a team of housing and property professionals who work with managing agents. Your primary focus will be to ensure the delivery of excellent services to both social and leasehold residents, while also overseeing the compliance of managing agents with their obligations under various lease and management agreements. Given the diverse nature of these agreements, your role demands adaptability and contract management skills.

### How you'll make a difference

#### Expected Outcomes:

- Lead, manage and motivate a team of housing officers and property managers to ensure outstanding services to residents, achieving excellent KPI outcomes.
- Advocate for residents and your team, driving effective changes in service delivery that will result in continuous improvements.
- Cultivate a collaborative and supportive team culture focused on customer satisfaction and continuous improvement.
- Oversee the collaboration with managing agents to ensure a safe and seamless service delivery.
- Establish and maintain effective working relationships with managing agents to enhance overall customer satisfaction.
- Ensure that managing agents comply with their obligations under lease, head lease, or management agreements.

- Develop an in-depth understanding of the unique requirements of each agreement, acknowledging their distinctiveness.
- Embrace a robust contract management ethos, ensuring strict adherence to contractual obligations by managing agents.
- Regularly review, assess, and optimise contractual arrangements for improved efficiency.
- Ensure the delivery of excellent services to residents through effective collaboration with internal and external partners.
- Identify, assess, and mitigate risks associated with managing agent activities to ensure compliance and minimise potential issues.
- Demonstrate strong interpersonal skills to effectively manage and motivate internal staff and external stakeholders.
- Support, coach, and mentor your team to achieve positive outcomes for residents.
- Support your team in handling complex matters and lead on these when necessary for Senior Management Team (SMT).
- Lead the delivery of the vision across six key areas of the Customer Strategy, ensuring your team excels in all Key Performance Indicators (KPIs).
- Provide relevant senior-level advice and guidance as required.

### How you'll do it

#### Leadership:

- Establish and maintain a culture of service improvement, supporting your team to deliver our KPIs and evolving customer needs.
- Advocate for leaseholders, leading by example to demonstrate a commitment to excellent customer service.

- Constantly challenge yourself and others to achieve better leaseholder outcomes in line with our customer strategy.
- Effectively promote collaborative approaches to engage teams to work successfully to deliver the objectives of the Better Together strategy.
- Provide relevant senior level advice and guidance as required.
- Take responsibility for your own development, ensuring any gaps are identified and a learning plan put in place.
- Ensure every team member has a clear and tailored objective and learning plan to support their individual development.
- Implement effective strategies to optimise income collection while maintaining positive resident relationships.
- Take accountability for effective service charge setting, management and collection within your portfolio, working with internal and external agents where necessary.
- Ensure our residents and homes are safe, through maintaining oversight on repairs, ASB and safeguarding, making sure your teams are working in line with our procedures.
- Understand the different legal structures, leases and management agreements in your portfolio and ensure NHG are remaining compliant.

### **Operational:**

- Establish and maintain a culture of service improvement, supporting your team to deliver our KPIs and evolving customer needs.
- Foster a customer-centric approach to enhance the overall connection between residents and NHG.
- Effective budgetary management of delegated budgets.
- Be accountable and visible to residents, actively listening to their concerns and balancing their needs with NHG objectives.
- Establish a presence that assures residents of your commitment to addressing their needs and concerns.
- Analyse customer satisfaction data to identify areas of dissatisfaction within the team.
- Develop and implement strategies to address concerns and continuously improve resident satisfaction.
- Ensure the team follows NHG's income collection procedures to maximise revenue.
- Effectively manage the external managing agents within your portfolio ensuring their costs are fair and can be justified to our residents.
- Effectively manage the managing agents within your portfolio to ensure the schemes our residents live in are safe.
- Report back to the senior leadership team on performance of the managing agents within your portfolio.
- Provide insights and recommendations for improvements, contributing to strategic decision-making.

### **General:**

- Encourage active engagement with the local community. Foster relationships with residents, community leaders, and other stakeholders to better understand and address their needs.
- Responsibility for recruiting, training, and inducting new team members.
- Ensuring the team stays updated on mandatory training and identifying opportunities for additional training.

- Manage your team, including performance management procedures, disciplinary and grievance policies are followed quickly when needed. Lead on any relevant investigations or hearings as required.
- Ensure you and your team at all times are working in line with our financial regulations, health and safety policies, code of conduct and all other NHG policies.
- Being an active member of the operational management team, providing support, training, and assistance to peers and senior leaders.
- Emphasising collaboration and avoiding working in isolation to achieve better outcomes collectively.
- Foster positive internal working relationships within Operations and across NHG.
- Representing the resident voice within the team and delivering a consistent NHG voice back to residents.
- Collaborating with others to deliver specific projects or service improvements as needed.
- Participating in initiatives that contribute to the overall improvement of services or operations.
- When needed work with others to deliver specific projects or service improvements.
- Encourage a culture of innovation and continuous improvement within the team. Seek ways to enhance operational efficiency, service delivery, and resident satisfaction.
- Emphasise the use of data and analytics to inform decision-making. Ensure the team utilises relevant data, including key performance indicators (KPIs) and customer satisfaction metrics, to drive improvements.
- Highlight the importance of adaptability in the face of changing circumstances or organisational requirements. Include strategies for managing change effectively within the team.

## 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
- Progressive
- Dependable
- Inclusive
- Empowered

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 **manager** level

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

### Essential knowledge, experience, and skills:

#### Essential:

- Proven experience in a managerial role within housing, property management, or related fields.
- Strong understanding of leasehold management and social housing practices.
- Exceptional interpersonal skills with the ability to manage and motivate diverse teams.
- Robust contract management experience.
- Knowledge of relevant legal and regulatory frameworks.
- Effective communication and negotiation skills.
- Proven leadership in exceeding KPIs and delivering excellent services to residents.
- Management of a housing, leasehold or multi tenure team delivering services to residents.

- Successful staff development and performance management experience.
- Ability to read, understand and interpret a range of leases, contracts and management agreements and experience of managing external stakeholders in line with these.
- Proficient in spoken and written English, with strong report-writing skills for senior leaders.
- Intermediate Microsoft Office skills for drafting complex correspondence and reports.
- Demonstrated adaptability, leading teams through ongoing change.
- Skilful workload management in a flexible and adaptable manner.
- Mature and flexible approach with high emotional intelligence and composure under pressure.
- Excellent interpersonal and communication skills, fostering effective collaborations.
- Strong organisational, time, and resource management capabilities.
- Passionate about maintaining excellent standards for customer benefit.
- Evidence of excellent service improvement achievements in a customer- focussed environment.
- The ability to react promptly to changing priorities.
- Skills of diplomacy, negotiation, political sensitivity, and the ability to communicate effectively with a diverse range of people.
- Strong financial and budget management skills.
- TPI (associate) or other property management qualification or equivalent OR Level 4 qualification in housing or equivalent.
- TPI (member) to be achieved within 12 months.
- Pending confirmation of legislative changes, this role may require a qualification to demonstrate competence. If not already qualified, there may be an expectation to study towards a professional qualification.