

Job Description

Job title	Head of HRA Property & Development
Directorate	Regeneration, Culture and Environment
Division	HOUSING – Landlord Services [HRA] Service Manager
Reports to	Chief Housing Officer

Main purpose of the job:

Medway Council's One Medway Plan provides a strategic vision and priorities from 2024 – 2028, focusing on community engagement, economic growth and quality services for residents while outlining our key values and behaviours. Housing plays a key role within the Plan with an embedded commitment within Priority 5: Living in good quality, affordable homes, to provide a good quality tenant led landlord service to the tenants of our 3000+ homes.

As Head of HRA Property and Development, you will lead the strategic and operational management of approximately 3,000 council-owned homes, ensuring they are safe, compliant, and well-maintained. You will oversee a multidisciplinary team of around 20 staff and consultants, setting objectives for asset management, housing development, energy efficiency, repairs, and compliance. The role involves developing long-, medium-, and short-term strategies to support sustainable housing development, reduce maintenance costs, and deliver value for money through effective planning and risk mitigation. You will also manage housing asset data, explore funding opportunities, and ensure adherence to statutory requirements and landlord compliance responsibilities across areas such as gas, electrical safety, fire, asbestos, and water management.

In addition, you will hold responsibility for annual budgets of £15–30 million, ensuring alignment with the HRA Business Plan and corporate performance standards. The role requires leadership in achieving energy efficiency targets, including EPC C by 2030 and carbon neutrality by 2050, while driving housing development initiatives through land utilisation and acquisitions. You will foster a high-performance culture, promote tenant engagement, and maintain strong relationships with stakeholders, housing associations, and government agencies. Acting as the Council's representative in client and partnership activities, you will ensure effective service delivery, compliance with emerging legislation such as the Social Housing Regulation [Act], Consumer Standards, and timely responses to complaints and enquiries—all while championing resident-focused approaches.

Accountabilities and Outcomes:

Key Accountabilities

Lead the strategic and operational delivery of Property Services to ensure circa 3,000 council-owned homes are safe, compliant, and well-maintained, achieving high standards of housing quality and tenant satisfaction.

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Develop and implement long-, medium-, and short-term strategies for asset management, housing development, and energy efficiency to meet HRA objectives, reduce long-term maintenance costs and deliver sustainable housing solutions.

Manage and monitor budgets to ensure financial control, accurate forecasting and value for money, supporting the delivery of the HRA 30 Year Business Plan and corporate priorities.

Ensure full compliance with statutory and regulatory requirements across all landlord responsibilities (e.g. gas, electrical, fire, asbestos, water safety) to mitigate risk and provide assurance of building safety. Ensure that the Council is adhering to the Regulator of Social Housing Consumer Standards and Building Safety Act.

Drive housing development initiatives by identifying and utilising council-owned land, acquisitions, and assets to deliver new homes and meet the Council's development objectives.

Lead and motivate a multidisciplinary team of staff and consultants to foster a high-performance culture, support professional development and deliver consistent, high-quality services that achieve customer satisfaction.

Maintain accurate housing asset data and implement robust processes for data capture, maintenance and reconciliation to enable informed decision-making and compliance reporting.

Champion energy efficiency and sustainability initiatives to achieve EPC C by 2030 and carbon neutrality by 2050, contributing to environmental targets and reducing long-term operational costs.

Champion strategic stakeholder engagement to advance the [One Medway Council Plan](#) ensuring our [values and behaviours](#) are consistently modelled and embedded across all levels of the organisation.

Key Corporate Accountabilities:

To work with colleagues to achieve service plan objectives and targets.

To understand and actively keep up to date with GDPR responsibilities, including completing regular refresher training.

Safeguarding is everyone's responsibility: all employees are required to act in such a way that safeguards the health and well-being of children and vulnerable adults.

As a corporate parent, all council employees are responsible for ensuring the well-being and positive outcomes of Medway's care-experienced children and young people.

To participate in the Performance Appraisal process and contribute to the identification of own and team development needs utilising the Career Progression Framework.

Work in accordance with the Equality Act 2010 and the Public Sector Equality Duty to eliminate unlawful discrimination, harassment and victimisation. Promoting equality of opportunity, fostering good relations and improving the quality of life and opportunities for everyone living and working in Medway.

To ensure full compliance with the Health and Safety at Work Act 1974, the Council's Health and Safety Policy and all locally agreed safe methods of work.

To fully understand and be aware of the commitment to the duty under Section 17 of the Crime and Disorder Act 1998 to prevent crime and disorder.

Promote the Medway Carbon Neutral by 2050 commitment; supporting the Council action plan to ensure we play our part in addressing the climate emergency.

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Medway Council is a Category One responder in relation to the Civil Contingencies Act (2004) and as a result all staff working for the Authority may be asked to carry out Category One response duties or stand in the role of another member of staff who is responding to a Major Civil Incident.

Organisation:

This role reports to the Chief Housing Officer. |

Initiative and independence

The postholder will be expected to use their initiative and independence to identify solutions, make informed decisions, and drive improvements without constant supervision. They will proactively assess risks, anticipate challenges, and implement strategies that ensure compliance, cost efficiency, and service quality. By exercising sound judgment and autonomy, the individual will balance competing priorities, respond effectively to emerging issues, and seize opportunities for innovation and funding. This independence is critical to delivering strategic objectives, maintaining high standards of housing provision, and fostering a culture of continuous improvement across the Property Services team.

Supervision and Management of Staff

The postholder will provide clear leadership and direction to four senior managers, each responsible for their own specialist division within Property Services. They will set expectations, monitor performance, and offer guidance while empowering these managers to operate with autonomy in their areas of expertise. By fostering collaboration and ensuring alignment with strategic objectives, the postholder will create a cohesive leadership team that delivers consistent, high-quality outcomes across asset management, compliance, repairs, and development. This approach ensures accountability at all levels while promoting innovation, efficiency, and a strong performance culture throughout the service.

Number of people managed by postholder: 4 |

Job Context

This role operates within Medway Council's Housing Revenue Account (HRA) framework, managing a diverse property portfolio of approximately 3,000 homes. The postholder leads a multidisciplinary service responsible for asset management, housing development, compliance, repairs, and energy efficiency, with direct accountability for significant budgets of £15–30 million annually. The position requires balancing strategic planning with operational delivery in a highly regulated environment, ensuring adherence to statutory landlord obligations and evolving legislation such as the Social Housing White Paper. Working closely with senior managers, stakeholders, and residents, the postholder must drive performance, maintain high standards of safety and quality, and deliver sustainable housing solutions that align with corporate objectives and environmental targets. The role demands strong leadership, financial acumen, and the ability to influence and collaborate across internal teams and external partners while responding to emerging challenges and opportunities in the housing sector.

Resources

The postholder will manage resources through robust workforce planning, budget control, and data-led prioritisation to maximise value for money across the HRA portfolio. This includes allocating £15–30m annually to the right properties at the right time, setting clear cost, quality, and timeliness standards, and monitoring performance through monthly dashboards and forecasts. They will deploy the four senior managers and their teams effectively, balancing internal capacity with external consultants and contractors, using compliant procurement routes, Section 20 processes for leaseholders, and standardised specifications to reduce long-term maintenance costs. Accurate asset data will underpin decisions on planned works, responsive repairs, voids and

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compliance, with risk-based scheduling to safeguard building safety and avoid disrepair. The postholder will optimise energy funding and programmes to deliver EPC C by 2030, ensure resilient out-of-hours coverage, and maintain strong governance, regularly reviewing KPIs, unit costs, and customer satisfaction to course-correct, mitigate risks, and continuously improve service delivery.

Work Environment:

Working Style

[HYBRID - a flexible working arrangement whereby an employee can undertake their work either in the office and/or partially or mainly from home on a temporary or permanent basis.]

Work Demands

[Political and public scrutiny: Operating in a visible, politically sensitive environment with expectations for transparency, timely outcomes, and demonstrable value for money.

The post holder will frequently need to work to deadlines and the resolution of issues that may arise at short notice. This will require the post holder to work flexibly, reviewing of resourcing requirements and the management of potentially competing priorities.

Local travel and site presence: Regular visits across the housing stock, development sites, and partner locations to inspect, assure, and unblock delivery

Due to the nature of the role, there will be, on occasion a need for the postholder to respond to issues that do not fall during the normal working day.

Physical Demands

The post is likely to encounter prolonged periods of time working at a desk utilising a keyboard and mouse. Attendance at meetings, site or property visits will necessitate a low level of physical activity.

Working Conditions

The post holder will frequently need to work to deadlines and the resolution of issues that may arise at short notice. This will require the post holder to work flexibly, reviewing of resourcing requirements and the management of potentially competing priorities.

Due to the nature of the role, there will be, on occasion a need for the postholder to respond to issues that do not fall during the normal working day.

Work Context

This role operates within Medway Council's Housing Revenue Account (HRA) environment, overseeing a portfolio of circa 3,000 homes with high regulatory, financial, and public-accountability pressures.

The postholder leads a multidisciplinary Property Services function (asset and energy, development/new build, repairs/planned works/voids/compliance), managing four senior managers, internal teams, and external consultants/contractors to deliver safe, compliant, and value-for-money services.

Work is performed in a mixed office/site context, requiring regular estate and scheme visits, contractor meetings, resident engagement, and attendance at governance forums, alongside strategic planning, budget setting, performance reporting, and assurance activity.

Person specification

For appointment to the role at the entry point of the range all level A1 criteria must be evidenced through the selection process. All new appointments to a senior role in the Council are required to undertake a Medway specific programme of training and learning during the probation period which covers all Level A2 criteria, as detailed in the Career Profession Framework.

Qualifications

Medway Council onboarding training and learning modules for newly appointed Senior Leaders

Level 4 CIH qualification or equivalent

Commitment to starting a CIH Level 5 within 12 months

Qualified to Level 5 or undertaking a Level 5 CIH qualification or top up modules.

Ongoing CPD aligned to regulatory/strategic priorities

ILM Level 7 Leadership and Management qualification

Professional body membership (CMI, CIOB, RICS...etc)

Knowledge

Has a strong understanding of the context and challenges of the role.

Understand relevant statutory, guidance and best practice associated to the role.

Understand the relevant elements of strategic management including budgeting, legal implications and corporate initiatives

Sound understanding of the One Medway Plan and how housing services contribute to corporate priorities

Working knowledge of complaint handling, safeguarding responsibilities, compliance, building safety, planned works, Awaab's Law and equality duties.

Understanding of operational risk, compliance and regulatory requirements and service performance management

Comprehensive knowledge of local authority landlord function, governance arrangements and regulatory environment

Strong understanding of service planning, financial management and performance frameworks

Knowledge of customer insight data analysis and learning from complaints to drive improvements.

Understanding of practical implementation of procurement and commissioning of services and relationship management.

Expert knowledge of housing regulation, future sector trends and strategic risk affecting landlord services.

In-depth understanding of organisational culture, transformation and continuous improvement.

Advance understanding of customer insight, performance data and regulatory assurance.

Experience

Experience of leading and managing projects and programmes at a senior level [related to the job profile] within a large organisation with a proven and successful track record in delivering improved outcomes, savings and effective management of risk.

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Experience and successful track record in leading, managing and empowering staff to deliver whole system and tenant focussed approaches to project management.

Managerial experience within housing or similar complex service environment

Experience leading teams, managing performance and supporting staff development

Experience of contributing to regulatory inspections, audits and service reviews

Experience of leading multi-disciplinary teams across multiple locations [minimum of 3 years]

Proven track record of improving service performance and outcomes for tenants

Experience of managing projects or programmes from design through to implementation

Significant senior leadership experience within housing or a comparable regulatory service [minimum of 5 years' experience.]

Experience delivering demonstrable, sustained improvement in service quality, compliance or tenant outcomes

Experience representing the organisation at senior level and providing assurance on performance and risk

Skills

The ability to understand, translate and implement legislation, guidance and best practice

Can collaborate and engage with relevant stakeholders

Able to balance and prioritise all aspects of the role.

Ability to contribute to service planning, target setting and resource deployment

Ability to interpret performance data and tenant feedback to inform service improvement

Project and change management skills for defined service initiatives

Excellent interpersonal skills

Ability to lead multiple service areas and manage complex operational and strategic priorities

Strong influencing and negotiating skills, including engagement with Members and senior stakeholders

Ability to develop service plans, manage budgets and oversee risk and compliance

Demonstrates a high level of political awareness and links strategies for continuous improvement with the drive to achieve national, corporate and departmental standards and goals.

Strategic leadership skills to set direction, influence across the organisation and deliver sustained service improvement

Ability to lead complex transformation programmes and embed change across the service and organisation

High level stakeholder management skills, including effective engagement with Members, tenants, partners and regulators.