



Director of Operations

Role Purpose

The Director of Operations is ARL's first dedicated senior operations hire. The role exists to build and manage the operational infrastructure, delivery systems, and commercial relationships that underpin ARL's revenue growth and member value programme - liberating the CEO to focus on policy leadership, government engagement, and strategic direction.

This is a delivery-oriented, infrastructure-building role in a lean organisation at an inflection point. The Director of Operations will turn Board and CEO priorities into executed programmes, manage ARL's commercial and operational relationships, and build the internal systems and processes that will support a larger team as ARL grows towards its 2028 target state.

Scope of Responsibility

The following represent the primary areas of accountability for this role. Policy, government relations, strategic positioning, and membership strategy remain CEO-led and are explicitly outside this role's remit in the immediate term.

Accountability Area	Responsibility
Operational Infrastructure	Own ARL's core operating systems: CRM (Sheep), IT infrastructure, data management, office systems, employment compliance, data protection.
Delivery Management	Translate Board and CEO priorities into managed projects with owners, milestones, and accountability. Build ARL's first operational delivery framework.
Commercial Relationships	Manage corporate sponsorship operational delivery, venue and supplier contracts, partnership agreements.
Events Oversight	Operational quality and commercial outcome for Annual Conference, Tech Conference, Study Tours, and regional events working with Events Manager who delivers.
Ecosystem Directory	Operational build and listing management for the Ecosystem Directory
Ops Benchmarking	Data operations, member data collection logistics, publication workflow, and subscriber management. Not strategic positioning (CEO-led).
Code of Practice (Operational)	Accreditation logistics, compliance tracking, member onboarding to the Code, reporting to CEO. Not strategic design (CEO-led).
Budget & Finance	Annual budget management, monthly financial reporting to CEO, contract expenditure tracking.
KPI & Reporting	Design and maintain ARL's operational KPI framework. Produce quarterly Board reporting pack (operational sections).
Marketing and communications	Oversee the delivery of marketing campaigns for key ARL activities and ensure strong communications to ARL members (working with Marketing and Content Manager).

Person Specification — Skills and Experience

Essential Experience

- Minimum 5 years in an operational management, chief of staff, or COO-equivalent role in a membership organisation, trade association, professional body, event-led organisation, or comparable organisation.
- Out of sector candidates with good and applicable operational experience will be considered.



- Demonstrable experience managing commercial relationships: sponsorship agreements, supplier contracts, or partnership programmes.
- Experience managing CRM systems and using data to drive operational decisions.
- Project management: track record of delivering multiple concurrent workstreams to deadline, on budget, in a lean team environment.
- Financial management: budget responsibility, monthly management accounts, variance reporting.
- Events management context: experience operating in an organisation where events are a primary revenue stream and understanding the commercial/operational dimensions of event delivery.

Desirable Experience

- Background in UK residential property, real estate, or housing sector — not essential but valued. ARL's members are sophisticated institutional investors, operators, and developers. Credibility with this audience matters.
- Experience in a trade association or professional body at a comparable scale (£500k–£2m revenue, 5–15 FTE). Not essential but valued.
- Familiarity with GDPR compliance, data protection frameworks, and employment law basics.
- Experience working with a Board or Trustee governance structure.
- Knowledge of UK regulatory landscape for the private rented sector — or demonstrable ability to acquire sector knowledge rapidly.

Skills

- Exceptional organisational and project management capability: this is a role where nothing falls through the gaps.
- Commercial acumen: understands the relationship between operational quality and revenue performance.
- Systems thinking: able to design and improve processes, not just execute existing ones.
- Interpersonal influence: works effectively in a small team where authority is relational, not hierarchical.
- Clear written and verbal communication: produces clean board papers, contract summaries, and operational briefings without requiring CEO editing.
- Data literacy: comfortable with spreadsheets, CRM dashboards, and KPI reporting. Not a data scientist, but makes decisions from evidence.
- Resilience and adaptability: ARL is a lean organisation. The Director of Operations will regularly operate across multiple priorities simultaneously, with limited support below them in the short term.

Cultural Fit

- Mission-driven: committed to the improvement of standards in the rental living sector and the development of BTR as a mainstream asset class.
- Collaborative: succeeds by making others more effective, not by building personal territory.
- Proactive: identifies problems before they become crises and brings solutions, not escalations.
- Board-ready: comfortable producing and presenting materials at Board level from an early stage.

Element	Detail
Salary	£55,000–£75,000 per annum, depending on experience
Contract type	Permanent
Location	Hybrid — London-based office/meeting programme with home working flexibility
Reporting to	Chief Executive



Benefits	25 days annual leave + bank holidays; pension; professional development budget
Start date	Target Q3 2026