



HEAD OF HOUSING OPERATIONS

Candidate Brief

March 2021

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WELCOME



Dear Candidate

COME AND JOIN THE TEAM THAT TURNS AROUND THE LIVES OF HOMELESS YOUNG PEOPLE

This is an incredible moment in our history. We recently completed a merger (October 2020) and we operate services across six London Boroughs and the City of London. Further to this, City YMCA London are on the cusp of opening a brand new, flagship centre for homeless young people called LandAid House.

As we progress to conclude the post-merger transition period, the organisation will be known as YMCA London City and North.

The organisation will offer:

- ▶ A specialism in youth homelessness offering 400 bed spaces including move-on
- ▶ An extensive programme of interventions that support a young person's physical and mental wellbeing and their transition to independence
- ▶ Enhanced services that benefit our local communities
- ▶ A team of up to 147 staff plus volunteers
- ▶ An experienced leadership team
- ▶ A property portfolio of £34 million including a new flagship building at LandAid House

Our LandAid House site is due to complete by Spring 2021 and will offer the opportunity for 146 young people to move off the streets and sofa's and into a safe place they can call home. With it, they ▶

will have the opportunity to create a future of their own choosing. It is the first purpose-built accommodation designed for homeless young people in London for over a decade! We are very proud to be at the forefront of this change for young London.

We have planned, networked and invested over £20 million to construct a state-of-the-art residence. The new seven story building offers health and wholeness facilities, a resident's lounge, laundrette and 20 flats with 5/6 ensuite bedrooms each sharing a kitchen. We also have 12 two-bedroom and four one-bedroom move-on apartments. The entire complex also hosts 16 accessible rooms.

All aspects of the building have been designed with homeless young people contributing to the style and quality of the fittings. The design has been led by our commitment to be a Psychologically Informed Environment and offer an inspirational setting for young people to live, learn, negotiate and excel. Our Housing Model supports a young person's transition to independence and is tracked by our new on-line monitoring tools, facilitated by a wifi-enabled tablet computing environment for our frontline teams.

All we need now is to recruit the expert team that will make a huge impact on the lives of homeless young people.

You will be a housing management expert, with experience of support environments, looking to make a big impact and to establish a highly skilled and committed workforce that delivers excellence in the quality of the accommodation we provide. To be successful in the role you will also need to be able to recognise the resilience of homeless young people and able to strongly empathise with them.

So, come to be a part of London's best team with the best accommodation that turns around the lives of young people.

Yours sincerely



Dr Gillian Bowen JP
Chief Executive

ABOUT US

City YMCA London is an independent charity affiliated to the YMCA movement that was founded in 1844. Our work is based on the ethos of the international movement and we work across some of London's most deprived boroughs in Islington, Haringey, Tower Hamlets, Newham, Barnet and Hackney as well as the City of London.

We passionately believe that every young person should have the opportunity to build a future of their own choosing. Over the past fifty years we have helped over 30,000 isolated, homeless young people struggling with family breakdown, school exclusion, poor mental health and drug and alcohol problems.

In October 2020, City YMCA London merged with YMCA North London, and are embarking on an exciting journey to take our merged organisation forward, creating a single team with a shared culture, values and vision for the future.

In 2021, we will be rebranding and becoming: **YMCA London City and North.** ▶





Currently we now have a housing provision across five sites:

Monarch Court

with 87 rooms for young people experiencing homelessness across London, with a current occupancy rate of 98% and a waiting list.

Crouch End

housing 154 young people aged 16-35 years with pressing housing needs, and a small number of room spaces in two houses designed for moving on.

LandAid House

after ten years of hard work, City YMCA London are on the cusp of opening a brand new, flagship centre for homeless young people at Errol Street, London EC1Y 8SE. The building will offer the opportunity for 146 young people to move off the streets and sofa's and into a safe place they can call home.

In addition to all of the above, our youth projects support young people aged 12-25 with a dedicated youth hub based in Islington (The Drum) as well as offsite provision.

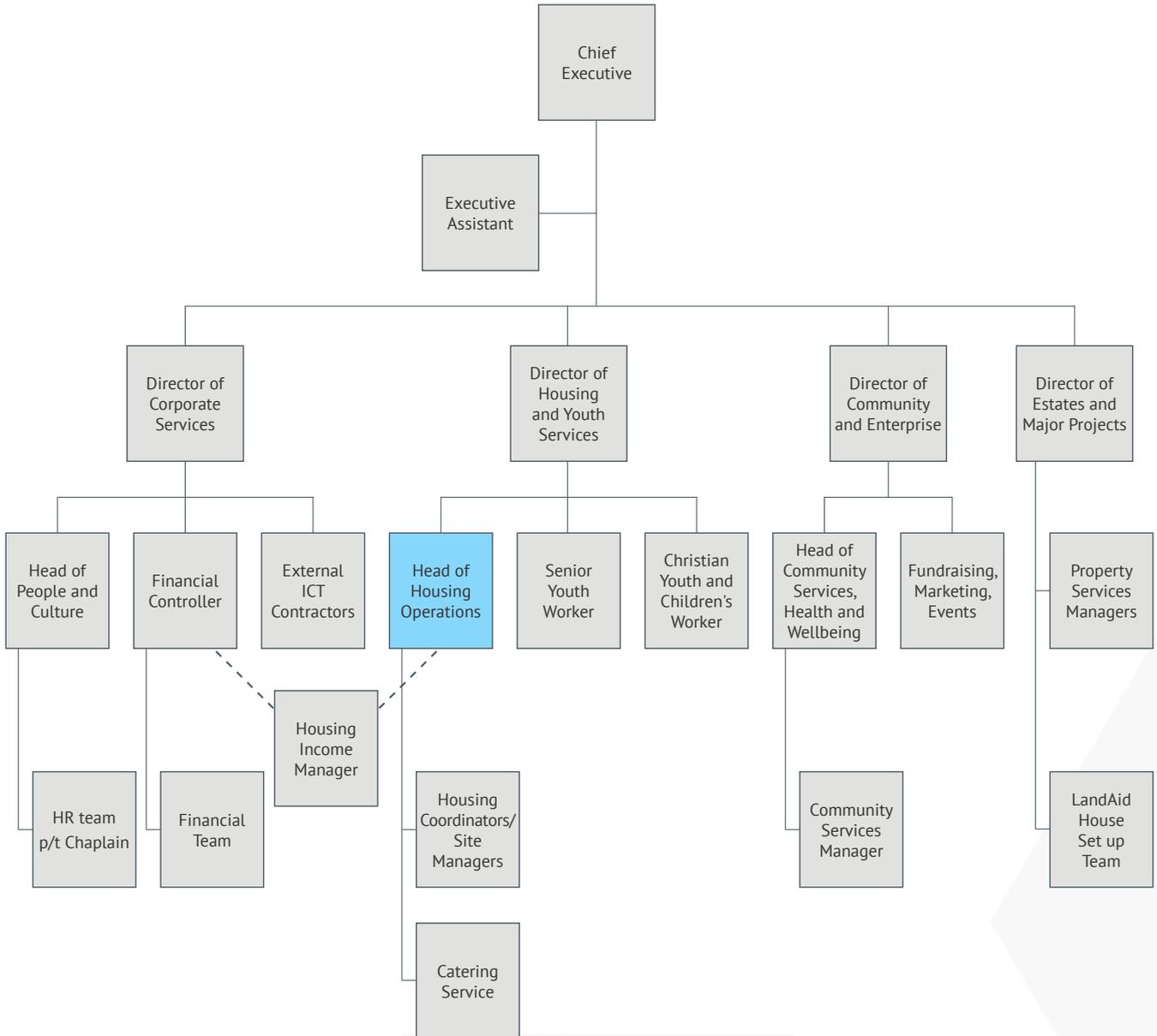
For more information

Download our latest [Annual Report](#)



ORGANISATIONAL CHART

January 2021: Proposed new structure currently under consultation



JOB PROFILE

Job title:	Head of Housing Operations
Location:	Any one of the organisations premises as confirmed by the Chief Executive, working across all sites as required
Responsible to:	Director of Housing and Youth Services
Responsible for:	Housing Coordinator (Monarch Court), Housing Coordinator (Land Aid House), Housing Support Manager (Crouch End and Move-On Accommodation), Head Chef, overall team of c.40 staff working across five sites
Hours:	Full time (35 hours). Will also consider substantial part-time or flexible working applications
Status:	Permanent
Annual leave:	33 days per year inclusive of Bank Holidays (pro rata)
Salary:	Grade H £42,832-£44,562 starting salary depending on skills and experience, full range runs to £47,288

Job purpose

- To support the Director of Housing and Youth Services in the development of the housing services, and creation of synergies between housing, youth and community services within City YMCA London.
- To be responsible for operational management of housing services across five sites, including our flagship provision at LandAid House. The initial focus will be on bringing together staff, systems, and services to create a unified team within the merged organisation. ▶

- To lead and manage the Housing team and ensure a culture of high-quality and business focussed service provision.
- To work collaboratively with facilities and estates and finance in relation to cross-cutting areas of work and responsibility.

Key challenges for 2021

- Supporting the post-merger review of housing services, looking for areas of synergy, revising systems and processes, engaging the staff in the creation of a one-team culture, whilst recognising and valuing the differences in provision that reflect differences in local contexts.
- Bringing on-stream LandAid House, working collaboratively with Estates and Major Projects directorate.

Duties and responsibilities

Service development

- Contribute to the development of Housing Strategy, working closely with the Director of Housing and Youth Services, and lead on delegated operational change management projects.
- Lead responsibility for review and update for all housing policies, procedures and standards, and ensure effective dissemination into practice, including communication and training programmes for staff.
- Lead responsibility for the development of a Resident Involvement Strategy and framework, working with and through the Resident Engagement Coordinator, ETE Coordinator and other staff.
- Contribute to successful funding management, working collaboratively with funding and financial colleagues, including drafting funding bid content, providing high-quality and timely funder reports, and managing funder relations as delegated.
- Keep abreast of relevant thinking, developments in best practice, regulations and legislation affecting young people and housing.
- Support the Director of Housing and Youth Services, and other senior colleagues, including finance, to implement commercially viable operational plans for the commercial aspects of the housing and youth services development. ▶



Housing management

- Manage the provision of high-quality and person-centred housing service, and the provision of a safe working and living environment, including ensuring systems are in place for monitoring and evaluation of services, and housing teams are staffed and skilled to deliver high quality support to residents.
- Lead and oversee the development of business/activity plans for all areas of housing provision, and sound financial plans and budgets, working in partnership finance and other senior colleagues; ensure that outcomes for young people and financial performance are regularly consistent with plans and budgets.
- Oversee the delivery of high-quality resident engagement services.
- Liaise with Tenant Groups, Local Authority Councillors, Tenant Service Authority, property professionals, Police and other support and welfare organisations, including Social Workers, voluntary agencies etc.
- Work collaboratively with youth team, ETE Coordinator and community teams to identify and develop synergies in the interface between the service provision that benefits the young people resident in the housing provision.
- Manage the catering service, through and with the Head Chef, ensuring a cost effective and high-quality service that is responsive to dietary needs, cultural diversity, and also provides support to life skills training for young people.
- Work collaboratively with the Property Managers in relation to management of planned and unplanned repairs and ensure all housing staff understand and follow the appropriate notification procedures.
- Work collaboratively with the Head of People and Culture and HR Business Partner to ensure the development of learning and development initiatives that support the creation of high performing and engaged staff teams. ▶

- Support the management on-call team for out of hours cover.
- To act as an ambassador for City YMCA London and represent the organisation at external forums in consultation with the department director.

People, information and financial management

- Provide overall leadership to the housing and youth services teams, ensuring high quality performance management and development, and communicating and engaging with the staff team in relation to vision and direction.
- Ensure the establishment and maintenance of high-quality housing management information systems, and regular monitoring, evaluation and outcomes reporting, including impact assessment.
- Manage the Housing Services department budget. Implement action plans to address budget variances. Develop effective business cases that support future budgeting requirements.
- Work collaboratively with senior finance personnel and the Housing Income Manager to ensure an effective interface between housing staff and the finance in relation to rents income management.

Licence agreements, regulatory standards and compliance

- Ensure all licence agreement management is up to date and compliant with relevant legislative and regulatory requirement, and that agreements are upheld, and breaches dealt with in line with relevant policies and procedures.
- Ensure the effective implementation of and compliance with all relevant standards and legislation, housing regulations, and safeguarding.
- Responsibility for safeguarding young people within the housing services, ensuring that accredited Safeguarding deputies are in place, and a culture across the service where safeguarding is understood and promoted throughout all activities, working collaboratively with the Head of People and Culture.
- Ensure that GDPR is complied with across the team, and that all staff understand and adhere to the requirement to maintain the confidentiality of personal data and protect the integrity of the residents' personal data from breaches, including reporting any breaches promptly. ▶

Dimensions

The working pattern will be discussed and set between the postholder and the Director of Housing and Youth Services. Some evening and weekend work is required, being part of the on-call rota for the housing provision, supporting fundraising and other events.

Regular supervision meetings will take place with the Director of Housing and Youth Services and in turn with designated line management reports, and any other staff that may be part of the expansion of services.

Scope and limits of authority

- Accountable for the effective operational management of service and contractor budgets, with a value of c.£3 million across housing services.
- Overall responsibility for the management of a large staff team of c.40 staff, working across several sites and off-site.
- As Head of Housing Operations for a Registered Housing Provider, ensure that at all times the housing services within your management meet regulatory and statutory requirements and that policies and procedures are understood and adhered to at all times by all staff/volunteers.
- Act as a designated Safeguarding Lead or Deputy.

Person specification

Knowledge and qualifications

- Professional qualifications and experience within housing management, ideally including membership of CIH.
- In-depth knowledge and understanding of all aspects of social housing – supported and general needs, especially as they relate to young people.
- Detailed knowledge of regulatory frameworks relating to social housing, regulatory framework for Registered Providers (Homes and Community Agency) and safeguarding.
- Substantial experience of social housing provision, to include management level experience, contract management, and monitoring and evaluating service delivery. ▶



- Experience of developing and implementing housing related policies and procedures and systems, and ability to translate strategy into business plans and goals.
- Good understanding of change management and the role of staff engagement.
- Experience of and commitment to high level resident engagement and the importance of developing the active involvement of young people.
- Experience of financial management within a housing context, including the complexities of rent income management, broader budgetary management, and funder compliance.
- Understanding of risk management and monitoring from a social housing perspective.
- Knowledge of funding arrangements and income streams for social housing, and experience of funding bids and funder relations.

Skills and abilities

- Analytical thinking skills, and ability to develop business plans and goals that are aligned to strategy, and flex between seeing the overview and ensuring attention to detail.
- Strong verbal and written communication skills, including ability to present complex information to a range of audiences and contribute to drafting funding submissions and reports.
- Good interpersonal skills, with the ability to collaborate with and influence a range of stakeholder groups.
- Contract management skills, including management of service level agreements.
- Ability to manage and deliver multiple projects/services using project management techniques to ensure delivery on time and on budget. ▶

- People leadership skills, including ability to ensure staff are engaged and committed to vision and direction, and supporting staff through change journeys.
- Ability to both lead and work as part of a team.

Personal qualities

- Able to act as the Registered Manager for Housing.
- Has an understanding of Christian Ethos and is able to value people of all faiths or none.
- A commitment to providing high-quality services.
- High level of self-awareness and commitment to own continuous professional and personal development.
- Commitment to equality, diversity and inclusion (EDI) and understanding of how it applies within this role.



WHY WORK FOR US?

Apart from the amazing opportunity of contributing to our mission to turn around the lives of young people, City YMCA London offer an excellent range of benefits:

- ▶ You'll be working in a fast-moving progressive team
- ▶ You'll be based in a central London location
- ▶ Employer pension contribution
- ▶ 33 days per year inclusive of Bank Holidays (pro rata)



HOW TO APPLY

Apply online www.nfpconsulting.co.uk/headofhousingoperationsCityYMCA

Your application should comprise a CV along with a supporting statement indicating how you meet the persona specifications of the role that you are applying for and your empathy and experience with homeless young people.

For an informal and confidential discussion about the role, please contact our recruitment partner, NFP Consulting:

Simon Lloyd Director | NFP Consulting
07961 988 523 simon.lloyd@nfpconsulting.co.uk



Closing date: Monday 29th March 2021

There is a two stage selection process.

First interviews: week beginning 5th April 2021

Second interviews: week beginning 12th April 2021

The format of the interviews will be determined by the COVID-19 guidelines and restrictions that apply at the time.

Accessibility

Please let us know if you have any special requirements which we might need to consider in relation to the selection process. For example, attending interview.

Any requests will not be taken into account in the selection process.

Please let us know if you would like to receive this information in a different format.

