



DIRECTOR OF HOUSING AND YOUTH SERVICES

Candidate Brief

January 2021

CONTENTS

- 3 Welcome
- 5 About us
- 7 Organisational chart
- 8 Job profile
- 14 Why work for us?
- 15 How to apply



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 an expert in your field, looking to make a big impact and to deliver engagement services at the best level. You will be committed to excellence, recognise the resilience of homeless young people and able to strongly empathise with them.

So, come to be a part of London's best housing team in London's best accommodation.

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.

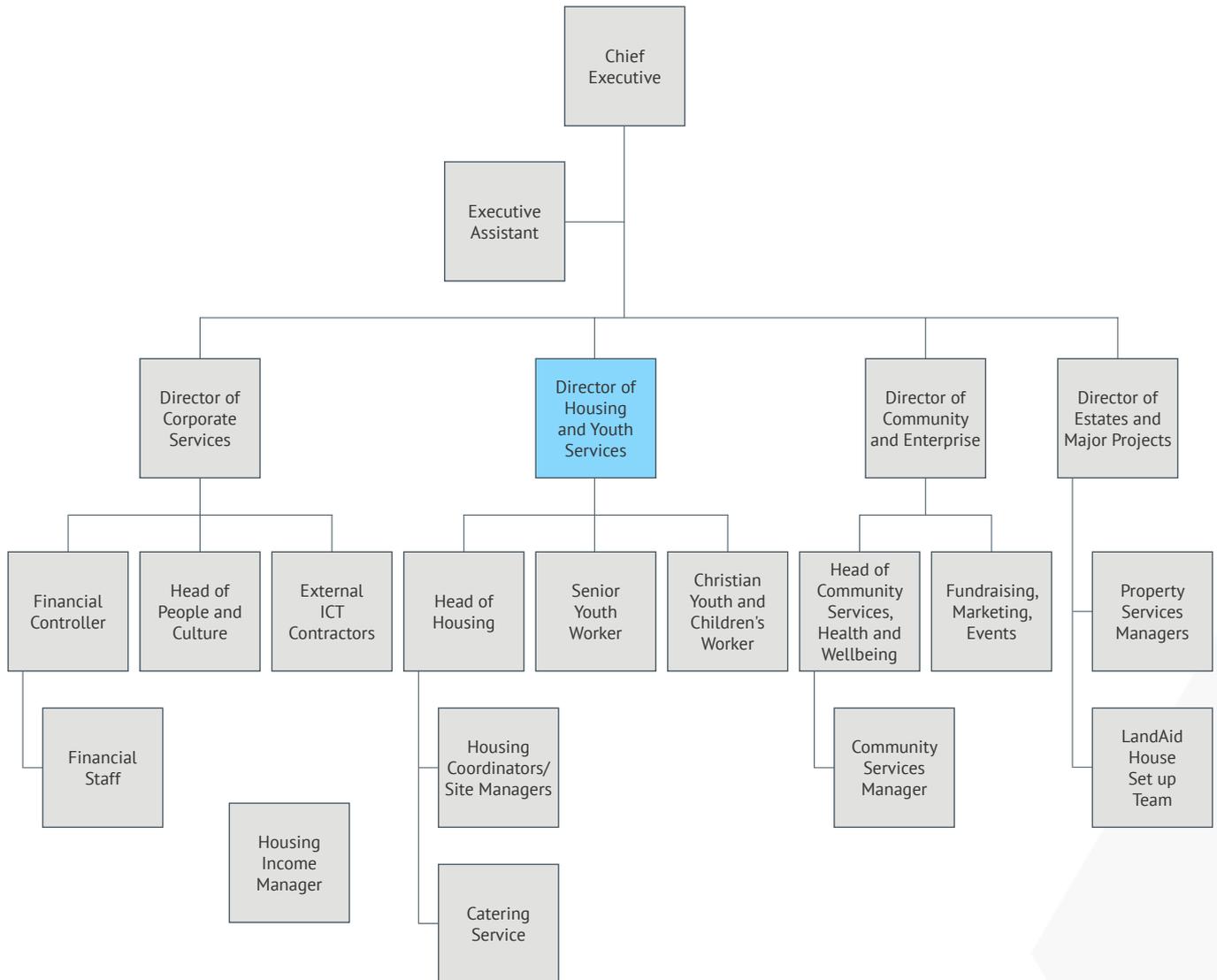
For more information

Download our latest [Annual Report](#)



ORGANISATIONAL CHART

January 2021: Proposed new structure currently under consultation



JOB PROFILE

Job title:	Director of Housing and Youth Services
Location:	City YMCA London (Registered Office) or location as identified by the Chief Executive
Responsible to:	Chief Executive
Responsible for:	Head of Housing, Senior Youth Worker, overall team of c.50 staff working across five sites
Hours:	Full time (35 hours). Will also consider substantial part-time or flexible working applications
Status:	Permanent
Annual leave:	38 days per year inclusive of Bank Holidays (pro rata)
Salary:	Grade J £59,054-£61,440 starting salary depending on skills and experience, full range runs to £65,220

Job purpose

- To make a significant contribution to the general leadership of City YMCA London as a member of the Executive Team and by providing strategic direction and leadership of its housing and youth services.
- To lead the strategic development and 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. Future focus will include exploring future development and growth opportunities.
- To lead the strategic development and operational management of youth work, ensuring maximising of synergies between housing and youth with the shared focus on supporting young people to create a future of their own choosing. ▶



Key challenges for 2021

- Taking forward the post-merger review of housing and youth 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

Strategy and development

- As a member of the Executive Management Team, work with the Chief Executive and other senior executives to formulate, develop and ensure the implementation of the organisation's strategy, particularly contributing from the perspective of housing and youth work.
- Lead the strategic development of supported housing and youth work, working with and through specialist managers and personnel, and in partnership with senior colleagues and Trustees.
- Align the work of the directorate with the strategy of the wider organisation, ensuring that through collaborative working, the directorate's activities reinforce activities in other directorates.
- Establish, develop and maximise a range of external relationships, in support of the organisation's activities and the young people it works with, including elected officials, senior local authority officials, commissioners of services, and when required, major donors and corporate supporters, former young people, partners and external suppliers.
- Keep abreast of, understand, clarify and implement new or changes in relevant thinking and legislation, especially those affecting young people and housing. ▶

- Attend and participate in Board meetings, and relevant Board Committee meetings, to present housing and youth services business reports and support the Trustees in the effective discharge of their regulatory and governance responsibilities.
- Work closely with the Chief Executive, Director of Corporate Services and Financial Controller to develop operational plans for the commercial aspects of the housing and youth services development.

Operational management

- Ensure the provision of high-quality and person-centred housing and youth services, and the provision of a safe working and living environment. This includes implementation of and compliance with all relevant standards and legislation, housing regulations, and safeguarding.
- Contribute to commissioning and larger funding bids and negotiations, working with the Chief Executive and other senior colleagues. Lead on delegated areas of funding opportunities, working through and with the Head of Housing and Senior Youth Worker.
- Responsible for ensuring all housing and youth services are supported by appropriate business/activity plans, and sound financial plans and budgets, working in partnership with the Director of Corporate Services and other senior colleagues; and that outcomes for young people and financial performance are regularly consistent with plans and budgets.
- 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.
- Directly line manage the Head of Housing and Senior Youth Worker, and any other managers for new service provision, including performance management and supporting learning and development.
- Ensure an effective interface between the housing management and the estates and facilities management in relation to management of planned and unplanned repairs.
- Ensure an effective interface between the housing management and the finance department in relation to rents income management.
- Oversee the provision of housing across all sites, 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. ▶



- Take overall responsibility for safeguarding young people within the housing and youth services, ensuring a culture where safeguarding is understood and promoted throughout all activities, working collaboratively with the Director of Community and Enterprise and the Head of People and Culture.
- Work with the Head of People and Culture and team to ensure the development of learning and development initiatives that support the creation of high performing and engaged staff teams.
- Act as an ambassador for the organisation, including in relation to potential and actual partnerships, funder and stakeholder relations, and contribution to the wider YMCA Federation.

Dimensions

The working pattern will be discussed and set between the postholder and the Chief Executive. Some evening and weekend work is required, in particular attendance on the Board of Trustees and related Board Committees, being part of the on-call rota for the housing provision, supporting fundraising and other events.

Regular supervision meetings will take place with Chief Executive and in turn with the Head of Housing, the Senior Youth Worker, and any other managers 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.£4 million across housing, estates, youth and community services. Value of budgets is likely to increase substantially to c.£6 million as the LandAid site comes on-line, and with the expansion into new services.
- Overall responsibility for the management of a large staff team of c.50 staff, working across several sites and off-site. ▶

- As the Director responsible for a Registered Housing Provider, ensure that at all times the housing provisions meet regulatory and statutory requirements and that policies and procedures are understood and adhered to at all times by all staff/volunteers.

Person specification

Knowledge and qualifications

- Professional qualifications and substantial experience within housing management, ideally including membership of CIH.
- Significant 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 and safeguarding, and experience of managing relationships with regulatory bodies and local authorities at all levels.
- Experience of developing and implementing strategic plans, and ability to translate organisational vision and goals into specific actions.
- Experience of business development and leading change processes.
- Senior management experience and previous experience of reporting to and attending governance level meetings (e.g. Board).
- 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 supported housing perspective.
- Knowledge of funding arrangements and income streams for social housing, and track record of successful funding bids. Experience of obtaining funding for youth work would be an added benefit.

Skills and abilities

- Strategic and analytical thinking skills, and ability to 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 of bids and funding submissions. ▶

- Good interpersonal skills, with the ability to collaborate with and influence a range of stakeholder groups.
- Contract management skills, including negotiation of contracts and partnership agreements, and 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
- ▶ 38 days per year inclusive of Bank Holidays (pro rata)



HOW TO APPLY

Apply online www.nfpconsulting.co.uk/cityymca

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 15th February 2021

There is a two stage selection process.

First interviews: week beginning 22nd February 2021

Second interviews: week beginning 1st March 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.

