

YMCA CHELTENHAM - JOB DESCRIPTION

POSITION TITLE:	Deputy Head of Housing
LOCATION:	Based at Head Office, Cheltenham but working across all YMCA Cheltenham sites
RESPONSIBLE TO:	Head of Housing, Policy & Performance
HYBRID WORKING ELIGIBLE:	Yes
SALARY:	BAND – F
HOURS OF WORK:	37.5 hours per week.

JOB PURPOSE

To lead the delivery of high-quality housing operations across the Association, ensuring the efficient and effective delivery of the YMCA Cheltenham housing model – PATHWAY HOME.

Driving continual service improvement, ensuring compliance with regulatory standards, and delivering excellent outcomes for residents.

Acting as the operational deputy to the Head of Housing, Policy & Performance, the role provides day-to-day leadership across resident and estate management in Gloucestershire, ensuring the 24-hour operational delivery of supported and affordable housing, customer service and complaints, income and arrears, voids and allocations, ASB, safeguarding, repairs and asset compliance.

The postholder will champion data-driven decision-making and the development of a strong resident voice to improve performance, value for money (VfM), and service quality.

The Deputy Head of Housing will:

- Lead, develop and motivate housing operation teams to deliver consistent, high-quality, resident-centred services
- Oversee end-to-end operational delivery framework across:
 - **Resident & Housing Management:** sign-ups, support plans, housing management, recording and data standards, KPI oversight, risk management, safeguarding, appeal/eviction meetings and PATHWAY HOME model delivery.
 - **Income Management:** prevention and early intervention, data accuracy and management, arrears control, former resident arrears, welfare reform impacts.
 - **Voids & Allocations:** void turnaround, room checks, meeting policy standards, meeting commissioned service requirements, and engagement with the Property & Maintenance Department.
 - **ASB & Community Safety:** case management, partnership working, case reviews, preventative approaches, liaising with local neighbourhoods.
 - **Customer Services & Complaints:** first-contact resolution, effective triage, timely complaint handling in line with the Housing Ombudsman’s Complaint Handling Code.
 - **Repairs & Maintenance Liaison:** responsive, void and cyclical works coordination

with Property & Maintenance Department; quality assurance and resident satisfaction.

- Ensure services meet agreed KPIs, Commissioned requirements and budget parameters; proactively identify and address risks, and work with urgency and initiative to resolve failures or shortfalls in service delivery and service bottlenecks.
- Ensure operational and staffing structures (day & night) are properly established to guarantee business continuity, fully responsive services, out-of-hours/on-call arrangements & effective rota management oversight at key projects.

DUTIES & KEY RESPONSIBILITIES

Regulatory Compliance & Assurance

1. Ensure housing operations comply with the NHF Code of Governance 2020, and the Regulator of Social Housing (RSH) Standards.
2. Lead delivery and evidence for resident engagement, ensuring robust data quality, insight, and action planning.
3. Embed the Housing Ombudsman Scheme requirements and Complaint Handling Code; oversee effective learning from complaints and determinations.
4. Work closely with the Property & Maintenance Department (P&M) as required to assure statutory safety compliance (gas, electrical, fire, water hygiene/Legionella, lift, etc), ensuring all communications with P&M are within policy timetables and standards, and that resident communications are timely and clear.
5. Support internal audits, self-assessments, and/or readiness for regulatory/ombudsman engagement, data returns and inspections.
6. Support and work in partnership with the Regulatory Compliance Manager.
7. Ensure data is compliant, accurate and fit for purpose.

Performance, Insight & Continuous Improvement

8. Use data, resident feedback, and benchmarking to drive service redesign, process standardisation, and digital-first improvements.
9. Own operational performance metrics (arrears, voids, repairs satisfaction, complaints, ASB, standards), and lead monthly performance reviews of services and key staff.
10. Champion root-cause analysis, lean service principles, and learning loops from complaints and incidents.
11. Co-lead annual service planning and mid-year re-forecasting with the Head of Housing, Policy & Performance, aligning resources to business and strategic priorities as well as VfM objectives.

People Leadership and Culture

12. Provide clear objectives for line-managed staff, as well as coaching and support; conduct appraisals & regular 121's, capability/absence/conduct management, senior team meetings and professional development plans.

13. Promote a culture of resident focus, collaboration, accountability and wellbeing.
14. Lead safe and effective safeguarding practice (adults and children), ensuring staff are trained, confident, and operate within policy.
15. Ensure best-practice standards are cascaded through to all staff members in Housing, including the elements listed above.
16. Flexible to participate in out-of-hours/on-call/emergency arrangements on a rota basis.

Policies, Partnerships & Projects

17. Maintain up-to-date, practical operational policies and procedures aligned with legislation, regulation, and best practice, in conjunction with the Regulatory Compliance Manager & organisational BRANDED template area.
18. Maintain internal partnership working meetings with areas of the business to ensure business continuity. For example, working with staff to ensure recruitment via HR is reviewed & completed in a timely fashion.
19. Build strong partnerships with local authorities, commissioners, police, health, support providers, voluntary sector partners, and local neighbourhood members to improve outcomes.
20. Lead or sponsor projects as may be required by the Head of Housing, Policy & Performance (e.g., housing management system improvements, resident-focussed initiatives, etc).
21. Support procurement and contract management of key service providers; monitor performance, quality, resident satisfaction, and VfM.

PERSON SPECIFICATION

Qualifications

- Evidence of continuing professional development in housing or related field.
- Strong working knowledge of UK social housing legislation and regulation.
- CIH Level 4 (minimum) or 5 (or equivalent) or degree in Housing/Management/Public Administration or related discipline.
- Safeguarding training (Adults & Children) at an appropriate leadership level.
- Data protection knowledge/qualification relevant to UK GDPR and information governance.

Competencies & Technical Skills

- Practical understanding of the RSH Standards, tenant satisfaction measures, the Housing Ombudsman's Complaint Handling Code, and the NHF Code of Governance 2020.
- Solid grasp of housing law and good practice, e.g.: Housing Acts (1985/1988/1996), Homelessness Reduction Act 2017 (as relevant to nominations/tenancy sustainment), Anti-social Behaviour, Crime and Policing Act 2014, Equality Act 2010, Data Protection Act 2018/UK GDPR, landlord & tenant principles, and tenancy fraud prevention.

- Familiarity with health & safety and compliance in housing (gas/electrical/fire/water/asbestos) and decent, safe home standards.
- Competence with housing management systems, CRM, and Microsoft 365; strong data literacy (KPIs, dashboards, trend analysis).
- Understanding of procurement, contract management, and VfM in a small-provider context.

Experience

- Substantial experience in social housing operations leadership (in a housing association, ALMO, local authority, or similar).
- Proven record of improving operational KPIs (e.g., rent collection, voids, resident satisfaction, etc).
- Demonstrable success in service improvement (process redesign, digital enablement, demand management) and change management.
- Managing multi-disciplinary teams and contractors, with effective performance and quality management.
- Working within regulatory frameworks, preparing self-assessments, audits, and responding to determinations with learning actions.
- Experience in budget management, forecasting, and delivering VfM.
- Strong track record of partnership working (local authorities, community safety, support agencies) to resolve complex resident issues.

Personal Qualities

- **Resident-centred:** committed to listening, acting on feedback, and improving outcomes.
- **Leadership & Coaching:** inspires teams, builds capability, and models accountability.
- Analytical & Insight-led: comfortable with data, KPIs and root-cause analysis to inform decisions.
- **Collaborative & Influential:** builds trust across teams and partners; confident negotiator.
- **Organised & Resilient:** manages competing priorities, stays calm under pressure, delivers to deadlines.
- **Ethical & Professional:** champions fairness, safeguarding, and integrity in all interactions.
- **Continuous Improvement Mindset:** curious, pragmatic, and solutions-focused.

General

This job description provides an indication of the roles and responsibilities for the post of Deputy Head of Housing but should not be construed as an exhaustive list of the duties that the post holder may be asked to undertake.

The post holder will be expected to carry out any other duties which may be reasonably requested by the Head of Housing, Policy & Performance.



YMCA Cheltenham is wholly committed to safeguarding and promoting the welfare of children, young people and vulnerable adults. We expect all our staff and volunteers to share this commitment.