

Your Job Description

At Moat, you'll embrace our vision, our professional standards, and behaviours wholeheartedly and uphold our values, actively contributing to our culture that is open, effective, customer-driven and driven by curiosity.

Who we are

We're a Housing Association, offering hybrid working, competitive pay and a supportive environment.

Our vision is to lead as a customer pioneer, driven by outside-in thinking, and dedicated to delivering an exceptional customer experience. We value every colleague and every team and want to support you in being the best you can be.

How we work

Our values and the way we behave form the cornerstone of our journey to achieving our purpose of 'opening doors to better lives' for our customers and our vision to become Customer Pioneers. Our standards and behaviours support our values and they provide clear expectations about how we behave and work as Moat Housing Professionals. You can find these below and the full behaviour framework on our website or intranet.

Be the Change

Be flexible and adaptable to change, sharing ideas and focusing on solutions.

Our Standards

Be inclusive
Be a leader

Our Behaviours

Be adaptable
Be smart working

Better Together

Set high standards, working together and welcoming every opportunity to learn and improve.

Our Standards

Be knowledgeable
Be skilled

Our Behaviours

Be collaborative
Be smart working

Own it

Take personal responsibility for making things happen and seeing things through.

Our Standards

Show integrity
Be ethical

Our Behaviours

Be empowered
Be accountable

Lead by Example

We work hard for our customers and take pride in making a difference to their lives.

Our Standards

Be an advocate

Our Behaviours

Be supportive
Be nurturing



We recognise the significance of equality, diversity, and inclusion (EDI) in achieving success, and we're fully committed to being genuinely inclusive in everything we do. As a Moat Housing Professional, we expect you to show strong commitment to our approach to EDI and to our health and safety, compliance, and code of conduct policies and practices.

Strategic Policy Lead

Who's in my team?	
Team	Strategy, Policy & Performance
Line Manager	Head of Strategy & Policy
My direct reports	
Updated	05/06/2026

What's my role?
<p>We are strengthening how strategy, policy, performance and delivery connect across the organisation.</p> <p>This role exists to lead and embed a clear, consistent and strategically aligned approach to policy and procedure development that supports delivery of our Corporate Strategy and improves outcomes for customers.</p> <p>At Moat, policy is not viewed as a static governance exercise or a process driven solely by review dates. We see policy as a practical organisational tool that translates strategic ambition into clear delivery expectations, drives consistency and supports effective decision-making, accountability and continuous improvement.</p> <p>Policies should respond to evidence, data, insight and organisational learning. They should evolve based on what is and is not working in practice, using performance information, customer feedback, sentiment, complaints, assurance findings and operational experience to strengthen delivery and improve customer outcomes over time.</p> <p>Effective policy development at Moat requires the ability to triangulate data, customer and colleague feedback, operational experience and organisational insight to understand what is happening, why it is happening and where improvements are needed.</p> <p>This is a hands on, high impact role focused on quality, implementation and practical application across the organisation. You will work closely with colleagues at all levels to ensure policies and procedures are strategically aligned, evidence-led, measurable and capable of driving effective operational delivery.</p> <p>You will act as the organisation's central point of expertise for policy and procedure development, helping to ensure our frameworks, controls and ways of working remain aligned, effective and responsive to organisational priorities and learning.</p>

What am I accountable for?

Strategic policy leadership

- Leading the development and continuous improvement of the organisation's policy and procedure framework, ensuring a clear, consistent and high-quality approach across the business
- Ensuring policies and procedures flow from the Corporate Strategy and supporting strategies, translating strategic priorities and organisational ambitions into clear policy positions, delivery expectations and operational practice
- Developing policy solutions that support strategic priorities, address organisational risks or challenges and improve consistency, delivery and customer outcomes
- Leading the drafting and development of complex policies and procedures, turning input from across the organisation into clear, structured and practical outputs
- Acting as the organisation's central point of expertise for policy and procedure development, providing advice, guidance and constructive challenge to colleagues and senior stakeholders
- Ensuring policy development is evidence-led, insight-informed and outcome-focused, rather than driven solely by cyclical review dates or compliance requirements.
- Supporting the organisation to use policy as a practical mechanism for delivering strategic priorities, strengthening accountability and improving operational consistency.

Framework ownership, governance and implementation

- Managing the full policy lifecycle, including planning, review cycles, governance, approvals and publication requirements
- Embedding consistent policy and procedure standards across the organisation, including rolling out templates, guidance and supporting tools
- Ensuring policies are practical, usable and clearly translated into operational procedures and everyday delivery
- Supporting colleagues to consider implementation, ownership, monitoring, customer impact, operational readiness and measurable outcomes as part of policy development
- Challenging and working with senior colleagues to improve the clarity, quality and alignment of policy and procedural content
- Identifying gaps, duplication or inconsistencies across frameworks, policies and procedures and supporting organisational improvement.

Organisational capability and improvement

- Designing and delivering training, guidance and support to improve organisational capability and confidence in policy and procedure development
- Building strong working relationships across teams to improve consistency, accountability and understanding of policy expectations
- Supporting colleagues to strengthen the connection between strategy, policy, performance, operational delivery and customer outcomes
- Supporting a culture of continuous improvement by ensuring policies evolve in response to learning, insight, evidence and changing organisational needs
- Promoting a consistent and disciplined organisational approach to policy and procedure management.

Assurance, insight and continuous improvement

- Working closely with the Performance Manager and colleagues across the organisation to ensure appropriate KPIs, controls and monitoring arrangements are in place for policies and procedures
- Supporting the integration of policy, performance and assurance, ensuring policies can be measured, monitored and reviewed effectively
- Monitoring policy effectiveness through triangulation of performance information, customer and colleague feedback, complaints, assurance findings, operational insight, emerging organisational risks and other relevant evidence sources
- Working with colleagues across performance, insight and customer engagement to ensure policy development reflects customer experience, organisational learning and operational reality
- Using evidence, insight and organisational learning to identify gaps, drive improvements and strengthen policy effectiveness over time
- Supporting the organisation to understand whether policies are delivering their intended outcomes in practice
- Carrying out any other duties consistent with the post that may be required from time to time, at the discretion of the line manager.
- Keeping accurate records and manage all data in accordance with our Data Governance Framework, relevant legislation, and best practice. You must also understand and fulfil your responsibilities as set out in this framework.

Carrying out my work in line with our:

- Professional standards, reflecting our values and behaviour framework
- Policies, procedures, and code of conduct
- Commitment to equality, diversity, and inclusion
- Health and safety responsibilities
- Confidential reporting (whistleblowing) policies

What do I need?

Entry requirements:

- Demonstrable experience of developing, implementing and managing policy frameworks within a complex organisation
- Strong experience of drafting high-quality policies and procedures, translating complex information into clear, structured and practical outputs
- Experience of developing evidence-led policy approaches informed by data, customer insight, feedback, assurance findings, operational learning or performance information
- Experience of translating strategic priorities or organisational objectives into practical policy and procedural frameworks
- Experience of working with senior stakeholders and providing constructive challenge where appropriate
- Experience of improving standards, consistency and organisational approaches across multiple teams or services
- Strong understanding of governance, assurance and how policy supports organisational delivery, accountability and continuous improvement
- Experience within social housing, or a strong understanding of the sector and its regulatory environment, is desirable
- Excellent written, verbal and interpersonal communication skills.

Proficient requirements:

- Ability to take ownership and lead a system end-to-end, not simply contribute to it
- Ability to think strategically and systemically, understanding how policy influences organisational behaviour, operational delivery and customer outcomes
- Strong judgement, with the ability to challenge appropriately, influence outcomes and build credibility with senior colleagues
- Ability to simplify complex issues and communicate them clearly to different audiences
- Strong organisational and prioritisation skills, with the ability to manage multiple priorities while maintaining quality and consistency
- Ability to connect strategy, policy, insight, performance and delivery into a coherent organisational approach
- Strong attention to detail combined with a focus on practical application and implementation
- Ability to design and deliver training, guidance or support that builds capability in others

- Ability to identify gaps, inconsistencies or emerging risks and support continuous organisational improvement.