



# JOB PACK

## Head of Operations at New Outlook

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### Key dates:

<b>Closing date:</b>	Friday 15 <sup>th</sup> February 2019
<b>Short listing notification:</b>	Friday 22 <sup>nd</sup> February 2019 - latest
<b>Assessment date:</b>	Tuesday 5 <sup>th</sup> March 2019
<b>2<sup>nd</sup> interview <i>if applicable</i>:</b>	Date to be confirmed

### Contact for recruitment:

Stan Stevens  
0121-602 6518  
stans@newoutlook.org.uk

## Job Description

<b>JOB TITLE:</b>	Head of Operations
<b>STATUS:</b>	Permanent
<b>SALARY:</b>	Circa £45,000
<b>RESPONSIBLE TO:</b>	Chief Executive
<b>RESPONSIBLE FOR:</b>	A range of direct reports including, but not restricted to, Registered Managers, Quality and Improvements Co-ordinator and Well-being staff.
<b>LOCATION:</b>	Mill House, Mill Lane, Bromsgrove Street, Halesowen, B63 3JP
<b>HOURS:</b>	35 Hours per week across 5 days (plus on-call) including unsociable hours where required

### **1. PURPOSE:**

As part of the Executive Team, to play a key leadership role in the governance, sustainability and development of the Association in-line with the Strategic Plan.

To work in partnership with the Board of Trustees and a wide range of organisations, to ensure effective outcomes for our service users who have a visual impairment or other disability.

To take responsibility for the day-to-day management of the operational services to ensure they remain safe, compliant, effective and therefore sustainable.

To take a lead role in the continuous improvement of services and the development of new service provision.

### **Specific Responsibilities:**

#### **Leadership**

Take a key leadership role for the Association helping to ensure that it delivers on its strategic objectives.

Provide leadership, direction and support to managers including their recruitment, training and professional development.

Play a leading role in the work of relevant sub-committees of the Board of Trustees.

Identify opportunities to work in partnership with other organisations to the benefit of the Association and the people who use its services.

**Quality and Governance**

Ensure that services are compliant with all regulatory and contractual requirements.

Ensure that services are safe and reflect best practice and organisational requirements and that they perform to a consistently high standard.

Implement and maintain management systems to effectively monitor and report on the performance of each service against agreed Key Performance Indicators.

Work with HR and operational colleagues to design and assure delivery of appropriate training for all staff to ensure all staff are competent.

Ensure and evidence compliance with any, and all external audit, reporting and inspection requirements including those of the Care Quality Commission.

**Development and Sustainability**

Ensure appropriate processes are in place to seek, receive, record and act on feedback from people who use our services.

Encourage a culture of innovation and continuous improvement based on a person-centred approach.

Work with colleagues to ensure that each service is funded appropriately taking overall responsibility for setting and monitoring departmental budgets and the regular review of contracts and service level agreements.

Take a lead role in developing effective relationships with Local Authority Commissioners and those planning future services, to ensure that the Association is in a good position to contribute and respond to these plans and any subsequent procurement processes.

Work with colleagues to identify, plan and implement new business proposals in line with the Association's Strategic Plan.

Implement and maintain processes to capture, analyse and report data to inform decision making. This will include:

- Data on needs assessment
- Data on service delivery
- Evaluation of key services, pilots and projects
- Data to evidence compliance and to support quality assurance
- Data to demonstrate impact and outcomes.

**Overall**

To demonstrate the Association's values and hold others to account when they fail to do so.

Establish and maintain effective processes to identify, assess, record, mitigate and manage risks at all levels within the directorate.

To be aware of, and adhere to, the Health and Safety regulations and to the Association's policies and procedures.

To be aware of, and adhere to, New Outlook's Equal Opportunities Policy.

To undertake any training considered necessary for the post and take responsibility for continued personal and professional development.

To undertake any other reasonable duties requested by line management.

## Person Specification

### 2. SKILLS & ABILITIES:

Essential Criteria	Desirable Criteria
<b>Professional Experience</b>	
<p>Experience in a senior leadership role in Health, Housing or Social Care.            Experience of leading regulated services (e.g. CQC).            Evidence of leading operational services through organisational change.            Evidence of gaining board-level support for projects or business changes.            Experience of representing the organisation to external partners.            Experience of building and presenting business cases.</p>	<p>Confident spokesperson for the organisation with experience of public speaking.            Experience of operating in a designated role (e.g. Nominated Individual or Accountable Officer) for regulatory function.            Experience of working within a not-for-profit service or charity.</p>
<b>Knowledge and Understanding</b>	
<p>Comprehensive knowledge of the relevant statutory regulations and sector guidelines.            Thorough understanding of processes and protocols relevant to working with vulnerable adults.            Experience of managing against Key Performance and Quality Indicators.            Clear understanding of current trends in public sector services.            Understanding of techniques to demonstrate impact and measure change.</p>	<p>Knowledge and experience of working with public sector commissioning and procurement processes.            Empathy with the barriers faced by people with visual impairments and other disabilities.            Familiar with techniques to benchmark and performance manage front line services, including setting appropriate targets and objectives.</p>

**Qualifications, Skills and Personal Qualities**

Appropriate health, housing or social care qualification.  
 Evidence of continuous professional development.  
 Demonstrable person-centred approach with a passion for dignity, choice and independence.  
 Confident and compelling leadership qualities.  
 Commitment to effective partnership working.  
 Strong and effective verbal and written communication skills.  
 Ability to analyse data and to prepare and present information to different audiences.  
 Willing and able to take personal responsibility.  
 Able to work autonomously and manage own time efficiently.  
 Able to operate effectively as part of a senior management team and board-level officer.  
 Strong organisational skills.  
 Able to meet an enhanced DBS check.

Positive and enthusiastic.  
 A champion for quality.  
 Approachable and a good listener.  
 Innovative and creative.

## Advertisement Copy

**POST:** Head of Operations

**STATUS:** Permanent

**SALARY:** © £45k

**LOCATION:** Mill House, Mill Lane, Bromsgrove Street, Halesowen, B63 3JP

We are looking for someone who will help to make a difference in people's lives by playing a key leadership role in the governance, sustainability and development of the Association in-line with the Strategic Plan.

As part of the Executive Team, working in partnership with our Board of Trustees and a wide range of organisations, you will be helping to ensure that we achieve effective outcomes for our service users who have a visual impairment or other specialist need.

You will take responsibility for the day-to-day management of the operational services to ensure they remain safe, compliant, effective and therefore sustainable.



### About us

New Outlook is a small specialist Housing and Care provider supporting people with a visual Impairment and other specialist needs across the West Midlands.

It has been providing services to people with a sensory loss for over 170 years and has established itself as one of the key providers of services for both older and younger adults with a visual impairment.

Our business continues to grow, and whilst the majority of our service users continue to have a visual impairment, we have developed expertise in working with adults

who have other specialist needs including acquired brain injury, learning disabilities and autism.

Today we support more than 180 people in a range of services including care homes; sheltered accommodation; extra care and supported living as well as people who live in their own homes.

### **About you**

You will be passionate about delivering good quality personalised Housing, Care and Support and would value working in a small organisation which will give you the autonomy and space to flourish.

You recognise that for each individual 'good' will look differently and you are willing to listen and co-produce services with the people who use them.

You will have proven experience of leading and motivating management teams.

If you are interested in this opportunity and believe you have the necessary vision, skills and experience then please send us a covering letter with an up-to-date CV to [jobs@newoutlook.org.uk](mailto:jobs@newoutlook.org.uk)

For an informal discussion please contact Lydia Bailey CEO on 0121-602 6511.

Closing date is 15<sup>th</sup> February 2019



## Organisational Profile

### Who we are

New Outlook is a dynamic, lean, ethical, stable and progressive Housing Association providing Housing, Care and Support services. We are proud of what we do, our reputation and our team who are dedicated and driven to provide quality services.

We specialise in offering personalised services, supporting those with a sensory impairment, across the West Midlands. This includes residential care, supported living, supported housing and domiciliary care services.

New Outlook has been providing services to visually impaired people for over 160 years. Starting out in 1846 as the Birmingham Royal Institute for the Blind (BRIB) and becoming a standalone housing association in 1997.

Since then, we have gone through several changes to become what we are today – a professional, reliable and committed provider that strives to promote personalised services to support independent living for people with sensory impairments and other complex needs.



### **Our vision**

Making a difference to people's lives.

### **Mission**

To offer a unique approach to supporting people with visual impairment and other complex needs. To work with people on equal terms to meet their needs and help them live full lives.

### **Strategic Priorities**

Despite being small, New Outlook has big ambitions. Based on our past success we want to ensure we can meet the increasing demand for our services whilst maintaining our reputation and quality.

To achieve this, we have identified six **Strategic priorities**

- **Quality** - To continue to provide high quality care and support services recognised by service users and families, staff and commissioners
- **Growth** – To expand our services into new localities within the West Midlands, focusing on our supported living and home support services
- **People** - To ensure we recruit people who share our values. To value, develop and sustain our staff and volunteers offering a comprehensive recognition and reward package
- **Sustainability** - Ensure sound financial management and maintain a prudent level of reserves.
- **Partnerships** – To work in partnership with others who have compatible values to help us deliver holistic individual services and offer added value to customers and commissioners
- **Communication** – improve our communication with all our stakeholders, including the people we support, the people we employ and those who commission our services.

## Our Services

New Outlook employs over 130 staff and supports around 180 people in a range of services including care homes; extra care; extra sheltered; supported living and support in people's own homes.



This includes:

- 5 Care Homes supporting between 4 and 10 people
- An Extra Care service of 64 x 1 and 2 bed apartments
- 2 x Sheltered schemes each with 25 flats
- Supported living service of 4 flats.
- Home Heroes – support in other providers sheltered schemes and support in people's own homes.

## **What we have already achieved**

### **Quality**

New Outlook remains proud of its reputation for the delivery of quality care services for those with visual impairment and other complex needs.

This is not only evident in our quality ratings with the Care Quality Commission and Birmingham Quality Scheme (all services have an overall GOOD rating), but also by us gaining new services through service user and commissioner recommendations.

We have also seen the development of our 'Health and Wellbeing' and 'Dementia' strategies to ensure we are best placed to meet the changing needs and aspirations of people within our services.

### **Growth**

Our Home Support (domiciliary) Service known as Home Heroes has steadily increased the hours it delivers, and has further incremental growth planned.

We have remodelled a property for a new supported living service in the same street as one of our Care Homes in Birmingham. The property consists of four self-contained apartments for people with complex needs. It offers the opportunity for more independent living for people with complex needs, who are either living in our current care services or referred by Birmingham City Council.



### **People**

Staff remain our biggest investment and also our largest asset.

An independently managed staff survey reinforced that New Outlook is on track in delivering a positive work environment and values, and also provided a springboard to develop staff recognition and reward strategy. This has led to the development of several new initiatives, including the introduction of an employee assistance programme.

Recruitment remains challenging and we are now exploring new and innovative ways of attracting, appointing and retaining staff that have the values and skills we require.

### **Sustainability**

New Outlook currently has no debt which helps us mitigate the issues created by both external and internal financial challenges. The challenge remains the need to keep a prudent level of reserves whilst ensuring we are investing in our existing assets and developing the business.

### **Partnerships**

New Outlook continues to see the value of partnership working. Partnerships are used to complement the skills and experience we have, gain access to new opportunities and to outsource business to ensure specialist knowledge and value for money. Benefits achieved through partnerships include opportunities for staff to access training, new business achieved by the transfer of existing services to New Outlook, and the opportunity to move into new geographies.

We are making stronger partnerships by networking with other specialist sight loss organisations and working with small housing associations to look at further scope for sharing back office functions and skills.

### **Communication**

Communication remains an area of development for New Outlook and one in which we benefit from our partnerships and the skills others bring. We have three strands to our communication strategy: service users, staff and stakeholders (mainly commissioners).

We have already taken steps across all three areas with the launch of the 'Team Talk' briefing for staff, a revamped newsletter for people who we support and the review of our website to make it more accessible and appealing to all stakeholders.

## **Key Priorities for 2018- 2021**

### **Specialist provision**

We are committed to remaining a specialist provider supporting people with sensory and other specialist needs across the West Midlands. We define Specialist as the ability to transfer the skills from delivering person centred sensory care to other groups including people with a learning disability or acquired brain injury.

To maintain and develop this specialism the organisation needs a stronger focus on sensory needs and ensuring this is embedded across services.

### **Sustainable Growth**

Although we want to grow we recognise that this needs to be sustainable and not threaten the quality of current services or damage our reputation. Therefore, all new service development needs to fit with our current mission and vision and be achievable without overstretching our limited resources.

Growth would predominately be in Birmingham and surrounding areas where we are confident that we could support from our current infrastructure.

### Increased Housing options

Given the commitment to remain a registered social landlord it would be advantageous to increase the housing portfolio of New Outlook. There are several ways we could achieve this:

- **Transfers** – Transfers from other providers of either small care homes or other supported housing models.
- **Partnerships** – we will be looking at opportunities to manage property on behalf of other providers or to deliver care and support services into their properties
- **Purchasing** – the option to borrow to acquire property if there is a robust business case. This may include partnering with other providers to develop new housing.

### Strategic Partners

There is a recognition that a strategic partner (or partners) could help us to deliver our objectives. This could be a housing partner who could increase our access to a wider range of housing (including development opportunities); a sensory care specialist who could enable us to become more specialist and further improve our reputation; or a partner with whom we could work within a formal agreement to deliver excellent holistic services.

### Workforce

The recruitment and retention of the right staff was one of our biggest challenges. We are, therefore, undertaking a strategic review of recruitment, retention, reward and recognition to ensure that we have the right workforce to take our objectives forward. This would include the recognition of high performing staff who may choose not to move into management positions.

This work has already commenced but will be ongoing.



## Operational Objectives 2019-2020

Maintain **full compliance** – CQC, HCA etc

Maintain **quality** of services

Improve and develop **care planning**, keyworking and assessment

**Leadership Development** of Senior Management Team

Effectively manage our **workforce**

Develop specialism of **sensory impairment** across services

Ensure effective and appropriate living **environments**

Effective Care and Support **Policies and procedures**

Fully implement **People Planner** and **Mobizio**

Improve **Health and wellbeing** outcomes for tenants/residents

Increase the range and scope of **activities** within and across services

Increase the range and scope of **care and support** across services

Develop effective **partnerships** to support outcomes

Recruit **volunteers** to provide additional opportunities for service users



We **ASPIRE** to  
make a difference  
to peoples lives

### Core Values

<b>Approachable</b>	→ friendly and easy to talk to
<b>Supportive</b>	→ understanding and encouraging
<b>Professional</b>	→ capable and skilful
<b>Innovative</b>	→ inventive and adaptable
<b>Reliable</b>	→ consistent quality and performance
<b>Empowering</b>	→ confident and strong