



Locality Manager Information Pack

Recruiting for:

Locality Manager – Birmingham Area

Contents:

- A note from our Chair
- About us
- Job description
- Advert copy

Key dates:

Closing date: **28th February 2020**

Assessment date: **12th March 2020**

Contact:

Jayne Watkins

t: 0121 602 6511

e: JayneW@newoutlook.org.uk



Welcome from the CEO

Thank you for your interest in joining New Outlook.

We are a housing association based in the Birmingham area, but our interest is people more than bricks and mortar. We support people with a range of needs, particularly sight loss. This reflects our historic origins as part of the Birmingham Royal Institute for the Blind (BRIB) although we have been a freestanding organisation for more than twenty years.

Over the past few years New Outlook has grown and evolved, with a philosophy based on valuing and engaging every individual Customer. We now have a broad portfolio of services supporting 180 people predominately in Birmingham.

We are proud of what we have achieved but recognise that we need to continue to change and develop to ensure we always offer services which reflect best practice and meet the needs and aspirations of our customers.

The Locality Manager is a new and exciting role which will be vital in achieving our aspirations. This pack contains information about the post including the role description and specification. Above all we are looking for people who share our passion and commitment for working as part of a team to deliver person-centred services and ensuring that New Outlook goes from strength to strength.

If you think that you have the passion and values to work with us to achieve our aspirations, please do put in an application.

I look forward to hearing from you.

A handwritten signature in black ink, appearing to be 'Lydia Bailey', enclosed within a hand-drawn oval.

Lydia Bailey
Chief Executive

About us

New Outlook has been providing services to people with a sight loss for over 170 years. Starting out in 1846 as the Birmingham Royal Institute of the Blind (BRIB), New Outlook has undergone several transformations to become what it is today – a professional, reliable and committed provider that strives to promote independent living to people with a sensory or specialist need.

New Outlook was created in its present form in 1997 and has established itself as one of the key providers of services for both older and younger adults with sight loss.

New Outlook's business over the years has grown slowly and whilst most of our service users continue to have a sight loss, we have developed expertise in working with adults with 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.

We are proud of what we have achieved and the services that we deliver but we have now reached a point where we need to change to reflect external challenges and recognise that some of our existing services do not reflect current best practice or changing customer need and therefore require remodelling or replacing with different models of care.

As an Association we need to ensure we remain sustainable and able to offer quality services whilst at the same time having enough capacity to support the remodelling and service development that is needed.

To achieve this our Board has agreed the following:

- ◆ To invest in, and develop, our current services to reflect best practice
- ◆ To reduce our reliance on Registered Care placements
- ◆ To acquire more housing for Supported Living
- ◆ To grow the Association outside of Birmingham

The first step to achieving these aspirations is creating a new operational Structure that will support the change and ensure that we continue to offer great outcomes for the people we support. The Locality Manager is a newly created post within this structure.

Our Vision and Mission

Making a difference to people’s lives through the provision of aspirational services for people with sensory and other specialist needs.

Our **core values** summarise what we ASPIRE to achieve:



- | | | |
|----------------------|---|---|
| A pproachable | → | <i>friendly and easy to talk to</i> |
| S upportive | → | <i>understanding and encouraging</i> |
| P rofessional | → | <i>capable and skilful</i> |
| I nnovative | → | <i>inventive and adaptable</i> |
| R eliable | → | <i>consistent quality and performance</i> |
| E mpowering | → | <i>confident and strong</i> |



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

Core Values

- A**pproachable → friendly and easy to talk to
- S**upportive → understanding and encouraging
- P**rofessional → capable and skilful
- I**nnovative → inventive and adaptable
- R**eliable → consistent quality and performance
- E**mpowering → confident and strong

Our Strategic Priorities

Quality

- Continue to provide high quality Care and Support services recognised by Customers and families, staff and commissioners
- Maintain the quality of our services as we develop and grow

People

- Recruit people who share our values
- Value, develop and sustain our staff
- Enable our staff to use their individual skills and experiences to make a difference

Sustainability

- Maintain a prudent level of reserves
- Produce a surplus to reinvest in innovation and in assets which support our business model

Partnerships

- Embed partnership working in all our activities
- Identify partners who can help us grow and improve services

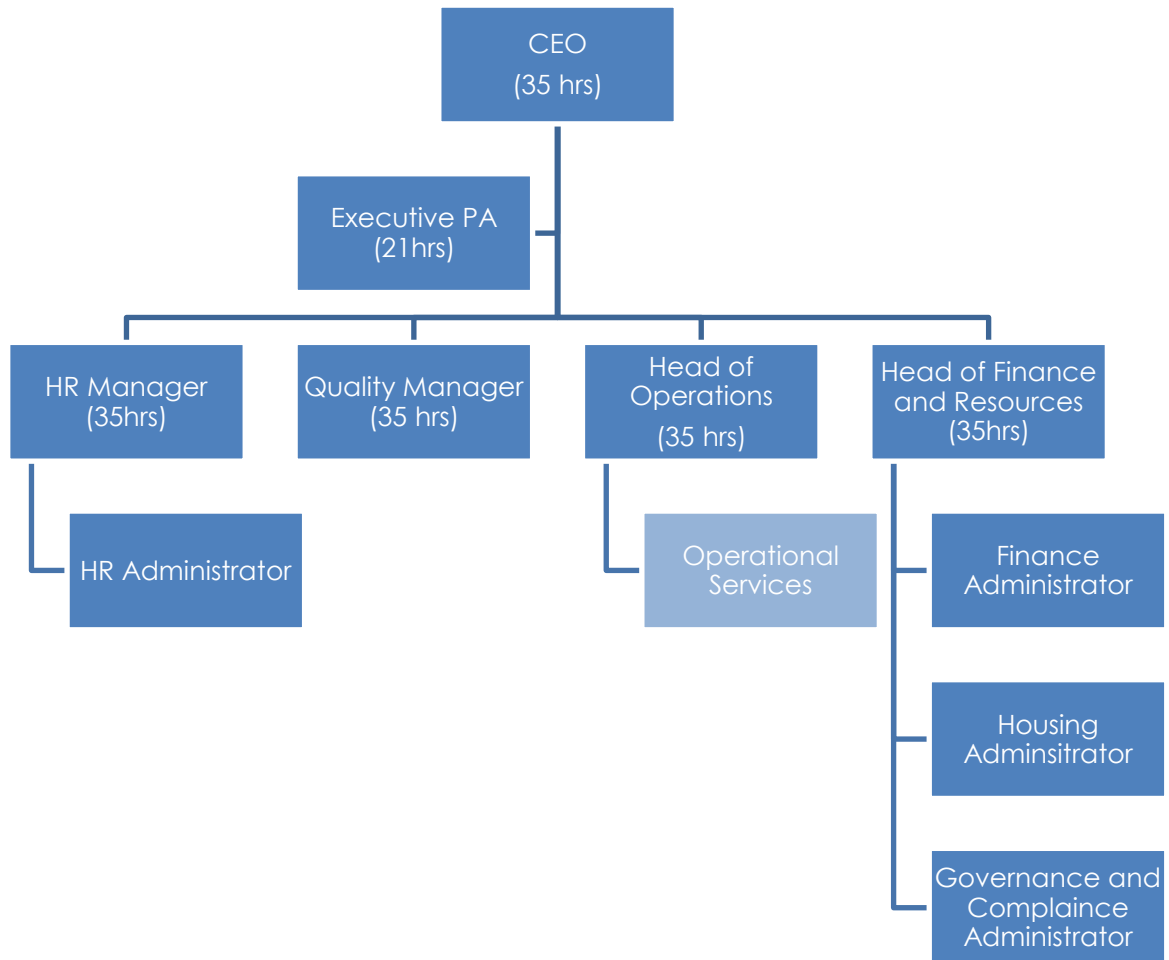
Communication

- Build our reputation further through effective communication with all our partners and stakeholders

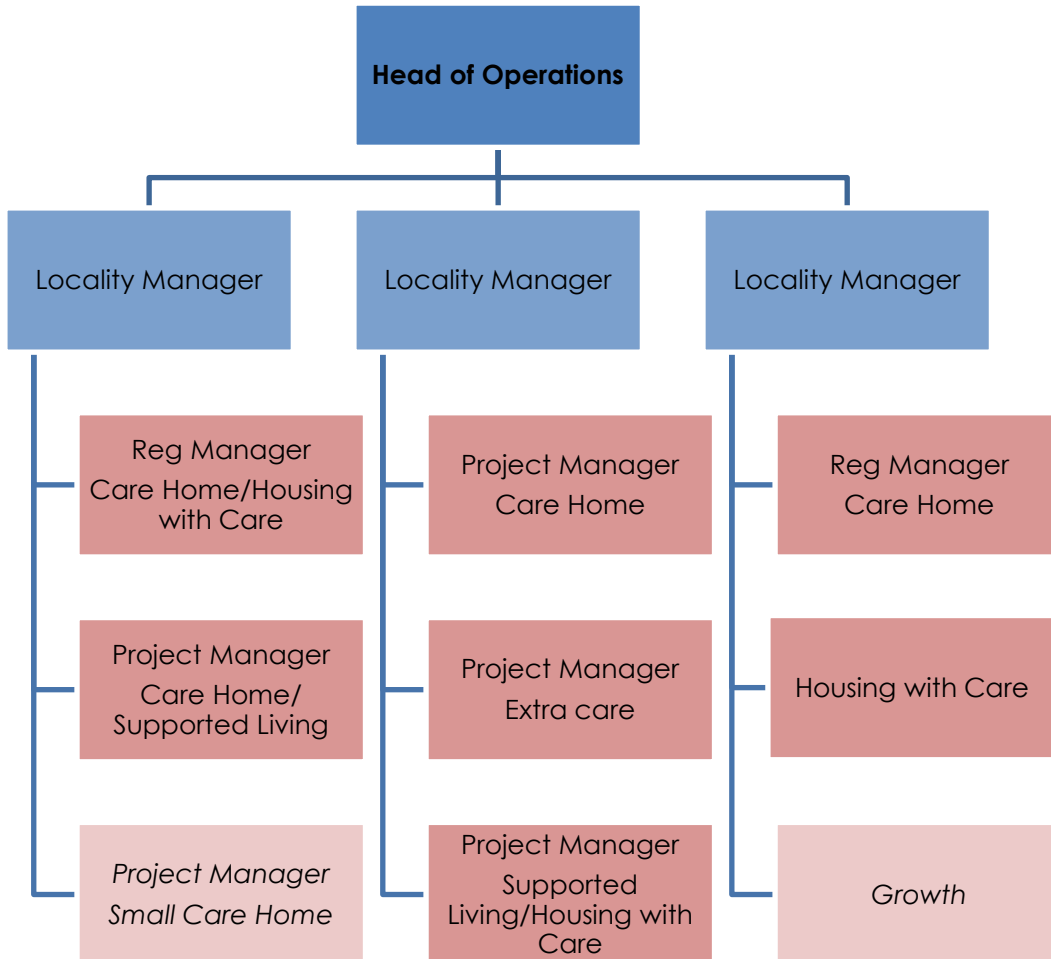
Growth

- Grow our Supported Housing and Supported Living services
- Expand geographically in the West Midlands

Structure of the Association



Operational Structure





Summary of Performance 2018/19

New Outlook Housing Association is proud of what it has achieved and the services it delivers. However, it recognises the need for ongoing improvement and to continually reassess its performance and ensure that new risks are identified and mitigated. 2018/19 has been a successful year with a real improvement in key performance and good financial management resulting in us exceeding our surplus target. Although we acknowledge that some of this budgetary success was due to one-off savings, we believe that we have the governance in place to ensure that moving forward savings will be maintained.

Quality

We recognise that quality is an ongoing process and we continually strive to deliver the best possible outcomes for people who use our services. The development of the new post of Quality Manager has greatly improved our governance and ensured that services are safe and compliant.

We recognise that being small can be a real positive, enabling us to remain focused on our customers and staff and to adapt quickly to changes in need, demand or new opportunities.

People

Our workforce remains our largest asset and is key to us being able to deliver good quality services. Our emphasis continues to be on valuing our staff and providing the best terms and conditions possible with the funding available. Last year

demonstrated that this approach is delivering, with reduced staff turnover and low sickness levels both of which resulted in minimal use of agency staff. This is not only excellent for our staff but provides consistency and quality for the people who use our services and has allowed us to reinvest more money into staff with the introduction of an enhanced sickness policy.

We are now focusing on ensuring we get the right staff first time and that our training and support enables staff to gain new skills. For our managers and those who wish to progress into management positions, we have introduced a leadership programme.

Sustainability

External influences have continued to have a large impact on what we can achieve and how our services are commissioned and delivered. The main issues continue to be the reduced funding available to Local Authorities alongside the increased demands from commissioners to do more for less. However, our approach to valuing staff has enabled us to continue to offer good value for money and deliver excellent outcomes to the people who use our services.

Partnerships

We continue to see the real value that can be achieved by working in partnership with others. Whether this is to deliver excellent services or to expand opportunities for new service delivery.

We have maintained our partnerships with other housing providers to deliver our asset management plan and to maximise our opportunities for acquiring housing stock. We have also worked with the Housing LIN to ensure that our strategic plan remains relevant and that we are able to deliver growth and remain sustainable over the coming years.

We have also maintained and strengthened our partnerships with other organisations supporting people with sensory needs to ensure that our staff remain knowledgeable and that our services reflect contemporary best practice.

Communication

Building on our previous work to update our website and improve information and communication for staff and customers, this year we have proactively engaged with them to ensure that we continue to deliver what they need and want. We will continue with this approach using the feedback to provide continual improvement.

We also continued with the move to cloud based storage to ensure that staff can access information wherever they are working. This has been supported by the introduction of electronic care planning, which not only improves the recording of information and results in less paperwork but is also easier and more accessible for staff.

We have continued to deliver a range of user engagement events which are fun activities where people who use our services can input into the design and delivery of the Association in whatever way is appropriate for them.

Growth

We remain a small organisation and this was especially true during 2018/19 with the absence of the Head of Operations due to maternity leave. This reduced our capacity for growth but enabled us to consolidate and ensure that we had the right structure, governance and skills to be able to manage fluctuations in contracts and growth in the future.

During the year we commissioned work with the Housing LIN to review our strategic objectives and we are now ready to grow the Association in line with the strategic plan over the coming years.

Prospects

New Outlook is committed to remaining a specialist provider supporting people with sensory and other specialist needs across the West Midlands. To maintain and develop this specialism the Association needs a stronger focus on sensory needs and ensuring this is embedded across services.

We have set a stretching growth target but 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.

We have, therefore, identified developments which would focus on our current strengths:

- To remodel our two Sheltered Schemes to deliver contemporary best practice based around delivering a holistic wellbeing service.
- To develop a new Supported Living service of between 8 and 12 units either in Birmingham or surrounding areas where we are confident that we could support from our current infrastructure.

Given the commitment to remain a registered social landlord we are always looking at opportunities to increase our housing portfolio. This could include new developments, transfers from other providers or managing properties on their behalf.

There is 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.



Locality Manager - Role Description

Employer:	New Outlook Housing Association
Post:	Locality Manager
Location:	TBC
Responsible to:	Head of Operations
Reports to:	Head of Operations
Hours:	35 Hours per week across a 5-day week, including unsociable hours where required

Purpose:

The post holder will be the Registered Manager for a group of services including Residential Care, Supported Living and Housing with Care for adults with a visual impairment (VI). The role will include line management of each manager within your locality and ensuring the individuals we support receive a personalised service which meets and continually responds to their changing needs and the requirements of our regulators and commissioners. As part of your role as the **Locality Manager**, you will hold responsibility for quality and compliance and maintaining good quality service provision at all times.

1. MAIN TASKS:

- A commitment to delivering high quality outcome focused support to adults with a visual impairment (VI) and associated needs (i.e. learning disability/aging etc).
- Act as Registered Manager for the services
- Demonstrable up-to-date knowledge of the Care Sector
- A Management qualification (RN, RMA, NVQ/QCS 4/5)
- Previous experience of managing a Care service and diverse team
- An ability to manage relationships with all stakeholders
- Previous experience in recruiting staff, maintaining staffing levels and all aspects of staff management
- An understanding of business processes
- Knowledge of the Care Act 2014
- Understanding of Mental Health legislation and of Mental Capacity processes
- Understanding of Well-being in the context of adults with a VI, learning disability and/or older adults
- Experience, and understanding of principles of Positive Behavioural Support
- Knowledge and understanding of the needs of adults with a VI.

KEY RESPONSIBILITIES:

User and Services related

- Monitor the referral process to ensure efficient and timely screening of referrals for appropriateness, and to ensure effective and professional communication with referral and purchasing authorities about placements.
- Review and approve all service proposals developed for submission to purchasing authorities.
- Plan and participate in meetings with managers, staff and service users and their families as required.
- Maintain effective working relationships and communication with other social service and health care organisations and advocacy groups to ensure effective service delivery and public relations.
- Current and new service user records and reports in accordance with organisation and regulatory standards.
- Ensure effective risk assessments are completed and risk management plans are developed.
- Monitor compliance with quality assurance and improvement processes such as Quality Audit, user reviews, PCP's, and CQC and commissioner reviews.
- Supervise rotational on-call emergency system and participate in second tier on-call services as required.

Organisational/Administrative related

- To be the Registered Manager for a portfolio of services including Residential Care, Supported Living and Housing with Care under CQC regulations.
- Ensure efficient utilisation of resources (personnel, assets, supplies, finances).
- Develop and maintain working relationships with all funding sources and regulatory agencies as appropriate.
- Assure compliance with all contractual and regulatory requirements.
- Develop services in line with the mission and values of New Outlook.
- Assure efficient operation of management information systems.
- Prepare reports as required and on time.
- Participate in the development of annual operational, business, development and financial plans.
- Monitor monthly budgets and recommend appropriate operational or budgetary adjustments.
- Assure compliance of Health and Safety regulations.
- Raise to the attention of senior management serious risk management issues and participate in the development of plans of action.
- Assure compliance with company policies and procedures.
- Assure accurate and timely submission of payroll and financial reconciliations.
- Assure accurate and timely submission of all reports and data required both internally and externally.
- Manage recruitment and selection process for new employees in line with our recruitment policy and procedures
- Assure accurate and timely submission to Head Office of personnel forms related to recruitment, changes in employee status or termination.
- Assist senior management in matters related to strategic planning, service development, and establishment of policies and procedures.
- Participate in, or assume responsibility for, special projects as assigned.
- Oversee development and evaluation of induction and training for all care staff.

Supervisory related

- Supervise Service Managers as necessary, to ensure effective and efficient service delivery to service users.
- Supervise service managers to ensure effective and efficient operation of administrative systems and support functions.
- Conduct or review supervisions and annual staff appraisals for all staff within your area of responsibility.

General

- Ensure confidentiality at all times.
- Act at all times in accordance with legal and statutory requirements and organisational policy.
- Comply with Health and Safety regulations, and to have regard for the health, safety and welfare of self and others at all times.
- Comply with New Outlook's policy on equal opportunities.
- Ensure that all activities undertaken on behalf of New Outlook are carried out in such a way as to positively enhance the public, staff, user and purchaser perception of the Association.

This is not an exhaustive list of activities, and the appointee may be asked to undertake other duties as specified by the CEO or Head of Operations.



Locality Manager Person Specification

EXPERIENCE

Essential	<ul style="list-style-type: none"> • 2 years management experience • Experience of a range of service delivery models (i.e. Residential care, Supported Living, Housing with Care)
Desirable	<ul style="list-style-type: none"> • Experience of managing multiple services.

QUALIFICATIONS, EDUCATION AND TRAINING

Essential	<ul style="list-style-type: none"> • QCF Level 5 in Care/Management (OR NVQ Level 4 / Registered Manager's Award or equivalent). • Evidence of ongoing professional development and ongoing management training.
Desirable	<ul style="list-style-type: none"> • A training, coaching or mentoring qualification.

SKILLS

Essential	<ul style="list-style-type: none"> • Developing teams and positive work cultures. • Management of staff, including supervising, coaching, mentoring and performance management. • Setting service objectives and ensuring these are monitored and achieved. • Managing service delivery in line with contract and regulatory requirements. • Outstanding communication skills. • ICT competent. • Ability to assess and critically evaluate situations and propose and lead on effective solutions. • Effective time management and ability to produce results in a timely manner for the Chief Executive and Executive team. • Management of budgets and ability to understand and analyse finance data. • To work closely with Human Resources on all recruitment, retention and performance management.
Desirable	<ul style="list-style-type: none"> • Experience of change management. • Ability to lead projects and service innovation.

PERSONAL QUALITIES

Essential	<ul style="list-style-type: none"> • Person centred and committed to a positive work-based culture. • Committed to equality, diversity and inclusion and the Associations values. • Assertive and confident to drive organisational change. • Reliable, supportive and a professional role model for the Association. • Commitment to personal development and team development.
-----------	---

REQUIREMENTS DUE TO THE WORKING ENVIRONMENT

Essential	<ul style="list-style-type: none"> • Car driver • Satisfactory Police and safeguard checks
-----------	--

OTHER

Essential	<ul style="list-style-type: none"> • Full knowledge of The Health and Social Care Act 2008 (Regulated Activities) Regulations 2009 and the consequences of failing to take action on set Requirements.
-----------	---

Advertisement Copy

POST: Locality Manager

STATUS: Permanent

SALARY: £36 - £38k

LOCATION: Birmingham Area

Do you want a role that is challenging, rewarding and enjoyable? In an Organisation that will value and empower you to achieve excellent outcomes for people with a visual impairment?

We are looking for individuals who will help to make a real difference in people's lives through the provision of high-quality Accommodation, Care and Support.

We are looking for someone who has a passion for excellence and innovation in service delivery and understands the need for continuous learning and service improvement. You will have responsibility for a portfolio of services and will need to ensure they are safe, compliant and effective, but also recognise opportunities for improvement and growth.



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.

We have been providing services to people with a sensory loss for over 170 years and are established 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 most 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 Supported Living, Extra Care, Housing with Care and small Care 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 support to flourish.

You recognise that for each individual 'good' will look different 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 teams in social care and an appropriate care qualification.

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 . View the Job Pack on our website for more information.

For an informal discussion please contact Jayne Watkins, Head of Operations on 0121-602 6511.

Closing date: 28th February 2020

Assessment date: 12th March 2020

New Outlook is a Disability Confident Committed Employer.

No agencies please - we operate a PSL therefore please do not contact us.