



# Home/Service Manager Information Pack

## Recruiting for:

Home/Service Manager – Birmingham Area

## Contents:

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

## Key dates:

Closing date: **30 March 2020**

Assessment date: **6 April 2020**

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## 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 Home/Service 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 read '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 Home/Service 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:



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

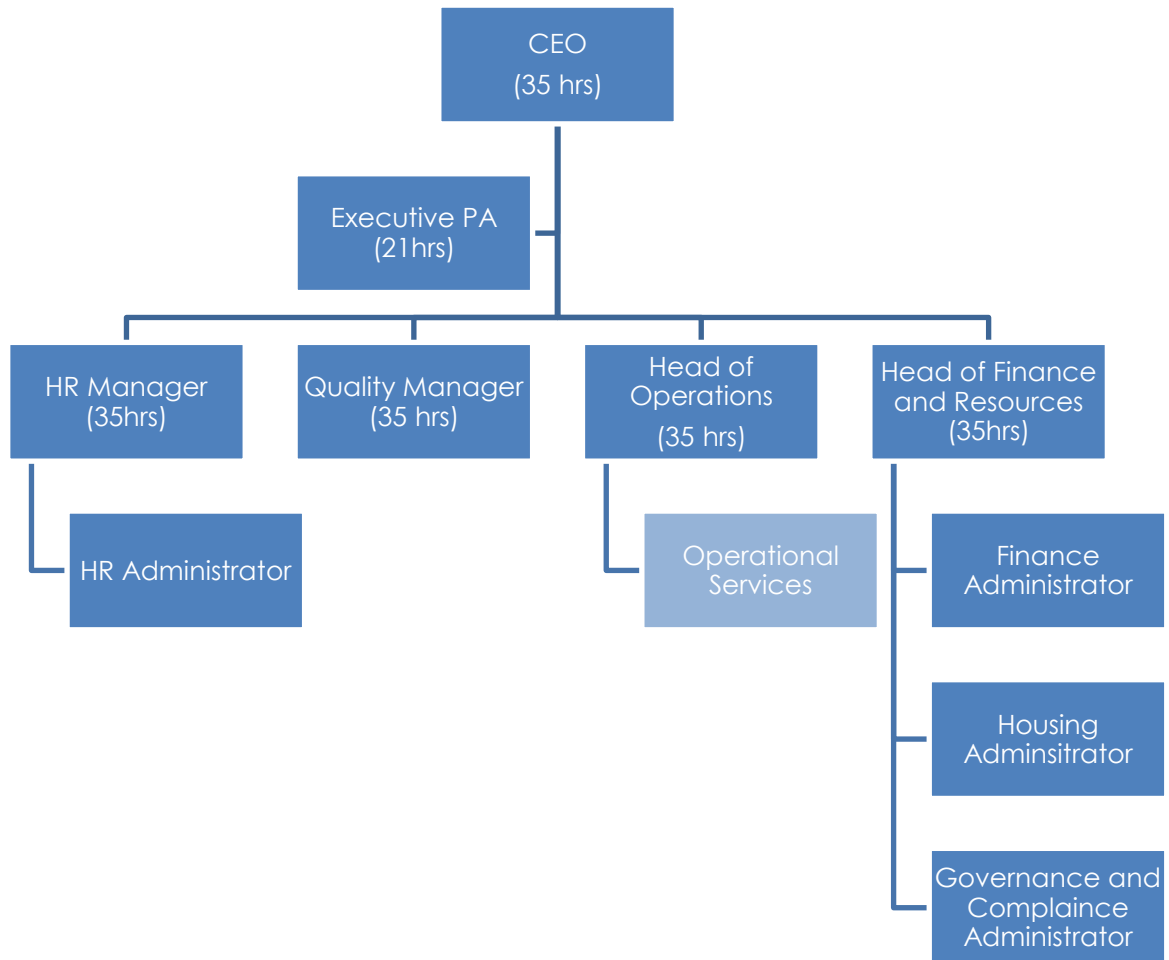
### Communication

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

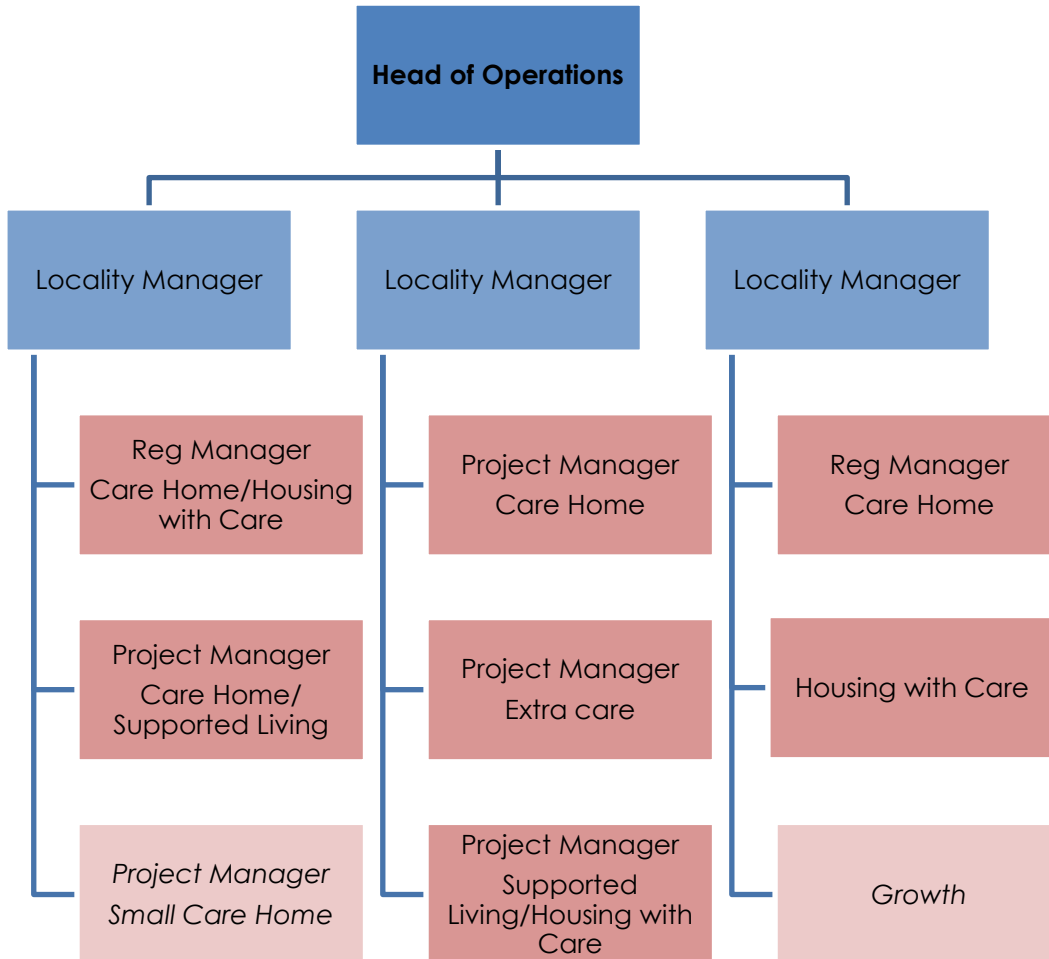
### Growth

- 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.



## **Home/Service Manager - Role Description**

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

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### **Purpose of Post:**

The role will include day to day management of the service, ensuring the individuals we support receive a personalised service which meets and continually responds to their changing needs, managing and supervising support staff and working to maintain quality and compliance. As part of your role as the Home/Service Manager, you will be expected to work closely with the registered Locality Manager to meet the requirement of the Health and Social Care Act 2008 (Regulated Activities) Regulations 2014.

## **Main Duties and Responsibilities**

### **Service Management Duties**

- To ensure that you manage the service on a day to day basis.
- Ensure that personal care is provided in line with Service User preferences and right to privacy and dignity. Ensure that care is reliable, skilled and sensitive and is delivered at times which meet the needs and preferences of Service Users. To promote positive risk taking.
- Enable Service Users to plan and experience dignified, comfortable and person-centred care which meets their preferences and cultural, spiritual and other needs. Ensure that Service Users have regularly reviewed and evaluated person centred care plans. Ensure involvement of service user and their families in planning and reviewing care and support according to Service User preferences.
- Monitor content and implementation of plans and satisfaction of Service Users with their planned and delivered care. Ensure that the service is appropriate and responsive to the changing needs and preferences of Service Users.
- Make referrals to specialists and agencies to ensure that individual needs are identified and met.
- Ensure appropriate 24-hour response in the event of emergencies and requests for assistance via emergency alarm/pull cord system or other means. Take on On-call duties.
- Ensure Service Users are supported with the management of medication. Ensuring staff follow guidelines for administration and recording outlined in the Service User's prescription, their Care Plan and the Association's Medication Policy.
- Promote anti-discriminatory practice and ensure that services respect diversity, encourage respect and tolerance and are responsive to cultural, spiritual and other needs of Service Users.
- Be accountable for the quality of the service and ensure conformity with service specification, quality standards and expectations of The Association, purchasers and stakeholders.

- Promote and sustain excellent communications and relationships with stakeholders. Build links with voluntary and neighbourhood groups to promote social inclusion and community connections. Ensure positive promotion of the scheme and Service User use of community resources and integration into the community.
- Encourage assistive and personal technologies to increase independence and enhance quality of life.
- Ensure that policies and regulations pertaining to management of buildings, fire safety, food safety, personal hygiene and infection control, environmental health, general safety and security are adhered to by staff, service users and visitors.
- Ensure that vulnerable adults and children are safeguarded from harm. Comply with the Association's and the Council's safeguarding policy and procedures and immediately report concerns regarding vulnerable adults or children to the Council, the Head of Operations and the Duty/On-Call Manager.
- Encourage Service User feedback and suggestions for improving services and promote a positive attitude to complaints. Ensure that complaints are investigated in line with the Association's procedures and that timely and appropriate action is taken.
- Maintain effective administrative procedures and financial control systems with the Head of Operations and the Finance Department. Ensure that matters pertaining to Service Users finances are within the Association's Policy 'Service Users Financial Procedures' parameters and monitor carefully financial arrangements and transactions. Contribute to the financial success of the Association.
- Participate in monitoring and evaluation procedures. Contribute in formal reviews of the service. Collect and collate relevant statistical information.

### **Staff Management Duties**

- As the Manager for the service you will lead staff to ensure that the highest levels of performance and standards of work are achieved and that the service is delivered in accordance with individual care plans, the contract specification and CQC requirements.
- Support the registered manager to ensure the service is fully compliant with regulator and commissioner requirements.
- Monitor and assess attendance, reliability, performance, values and competence of staff through supervision, direct observation and through

feedback from Service Users and stakeholders. Ensure that staff records are up to date and ready for inspection by CQC and senior managers.

- Ensure that staff training and development needs are identified and met and that staff receive appropriate induction, mandatory and other training.
- Ensure that staff resources are used carefully and optimally. Co-ordinate staff efficiently and flexibly to meet identified needs and plan rotas fairly and at least 4 weeks in advance.
- Conduct annual staff appraisals for all staff within your area of responsibility.
- Maintain sufficient contracted and relief staff to meet assessed needs of Service Users and the contract specification and to avoid using agency staff.

### **General Duties**

- Accept support, supervision and guidance from senior colleagues.
- Carry out all work in a manner consistent with the vision, mission and strategic direction of the Association.
- Ensure that you and other staff, volunteers and visitors comply with the following:
  - Health and Safety policies and Equal Opportunities Policy
  - Safeguarding of Vulnerable Adults, including immediate reporting of safeguarding concerns as required
  - Confidentiality and data protection
  - Health and Social Care Act 2008, including active prevention and control of infection
  - All the Association's policies, procedures and guidelines for best practice
- To support service users with daily living skills and individual activities which will include moving and handling.
- Identify own training needs in discussion with line manager and attend training events and courses as required.
- Any other duties as required.

No job description can be entirely comprehensive, and the job holder will be expected to carry out such duties as may be required from time to time consistent with the status and responsibilities of the role within New Outlook Housing Association.



## Home/Service Manager Person Specification

### EXPERIENCE

Essential	<ul style="list-style-type: none"> <li>• Experience working in the health/social care sector in a supervisory/ management role.</li> <li>• Experience motivating and developing Individual and teams.</li> <li>• Experience of rota planning &amp; rota management.</li> <li>• Experience working with adults with a VI/Learning disability/older adults.</li> <li>• Experience of providing line management, supervision and support to staff.</li> <li>• Experience of supporting health &amp; safety and safeguarding decisions, providing support and direction to staff relating to such matters.</li> <li>• Experience in monitoring and maintaining service quality systems.</li> <li>• Experience of engagement, negotiation and influencing different audiences and their specific needs.</li> <li>• Monitoring and ensuring the team are delivering measurable results.</li> <li>• Day to day resource management to meet financial objectives and financial Priorities.</li> </ul>
Desirable	<ul style="list-style-type: none"> <li>•</li> </ul>

### QUALIFICATIONS, EDUCATION AND TRAINING

Essential	<ul style="list-style-type: none"> <li>• Level 3 NVQ/ QCF qualification in care (for registered manager - QCF Level 5 in Care/Management (OR NVQ Level 4 / Registered Manager's Award or equivalent).</li> <li>• Evidence of continuous professional development.</li> </ul>
Desirable	<ul style="list-style-type: none"> <li>• QCF Level 5 in Care/Management (OR NVQ Level 4 / Registered Manager's Award or equivalent).</li> <li>• Supervision and Appraisal training.</li> <li>• Recruitment and Selection training.</li> <li>• Health and safety training.</li> <li>• Safeguarding training.</li> </ul>

### KNOWLEDGE

Essential	<ul style="list-style-type: none"> <li>• Relevant care legislation/regulation.</li> <li>• Understanding of best practice across care sector.</li> <li>• Safeguarding knowledge and experience.</li> <li>• Risk management, quality assurance and complaints handling.</li> <li>• Understanding and application of person-centred care.</li> </ul>
Desirable	<ul style="list-style-type: none"> <li>• Knowledge of working with service user group.</li> </ul>

### SKILLS

Essential	<ul style="list-style-type: none"> <li>• Leadership – proven track record in leading and managing staff in a supportive and motivational manner.</li> <li>• Outstanding communication and presentation skills.</li> <li>• Excellent negotiation and influencing skills.</li> <li>• Excellent analytical problem-solving skills with solution focus, able to analyse trends and themes and identify opportunities.</li> <li>• Effective time management, prioritising and organisational skills ensuring all deadlines are met within a pressurised complex and challenging varied workload.</li> <li>• Strong interpersonal skills.</li> </ul>
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	<ul style="list-style-type: none"> <li>• Good all-round IT Microsoft Office skills.</li> <li>• Decision making skills.</li> <li>• Good at building positive and effective business relationships.</li> </ul>
Desirable	<ul style="list-style-type: none"> <li>• Commissioning new homes.</li> </ul>

**PERSONAL QUALITIES**

Essential	<ul style="list-style-type: none"> <li>• Self-motivated with a positive, 'can do' find a way approach.</li> <li>• Focused on results with a kind supportive approach.</li> <li>• Always 'delivers'.</li> <li>• Imaginative, resourceful, driven and enthusiastic.</li> <li>• Belief in developing others to succeed.</li> <li>• Empathy and sensitivity combined with a diplomatic approach.</li> <li>• Accountable.</li> <li>• Ability to cope under pressure and manage complex or challenging situations and display a patient approach.</li> <li>• Adaptable, flexible and realistic to people's needs and requirements.</li> <li>• Demonstrates desire to improve personally and professionally.</li> <li>• Works well with colleagues and works collaboratively to solve problems.</li> </ul>
Desirable	<ul style="list-style-type: none"> <li>• Able to see the potential in others and act as mentor/ coach for them.</li> </ul>

**REQUIREMENTS DUE TO THE WORKING ENVIRONMENT**

Essential	<ul style="list-style-type: none"> <li>• Flexibility in shift/working patterns to meet the needs of service users and the Home.</li> <li>• Satisfactory Police and safeguard checks.</li> </ul>
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**OTHER**

Essential	<ul style="list-style-type: none"> <li>• Work within Health, Safety, Security, Environmental and other policies.</li> <li>• Promote the wellbeing of service users and display non discriminatory practices and speak up when wellbeing is not at the standards set.</li> <li>• Promote New Outlook and the Home in a positive way.</li> </ul>
Desirable	<ul style="list-style-type: none"> <li>• Desire for personal development to a more senior role.</li> </ul>

## Advertisement

**POST:** Home/Service Manager (2 posts)

**STATUS:** Permanent

**SALARY:** £24- £28k (depending on experience and if registered with CQC)

**LOCATION:** Birmingham

**Want a role which is challenging, rewarding and enjoyable? In an organisation which will value and empower you to achieve excellent outcomes for people with a visual impairment?**

We are looking for two people who have 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 service and will need to ensure it is safe, compliant and effective whilst also recognising opportunities for improvement.

**Post 1** – To manage the delivery of planned and unplanned care in an Extra Care service supporting people with sight loss. The service supports 64 flats across 24hours and is based in the Northfield area.

**Post 2** – To be the registered manager with CQC for a 10 bed care home in Edgbaston. The service supports people with sight loss/visual impairments and additional needs.

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### 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 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 supported living, extra care, housing with care and small care homes.

### **About you**

You will be passionate about delivering good quality personalised Care and Support and would value working in a small organisation which will give you the 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 a team in a comparable service and an appropriate care qualification. For the registered post you will need QCF Level 5 in Care/Management (OR NVQ Level 4 / Registered Manager's Award or equivalent).

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

**Closing date: 30 March 2020**

**Short listing notification: 1 April**

**Assessment date: Monday 6 April**

New Outlook is a Disability Confident Committed Employer.

**No agencies please - we operate a PSL and our lists are currently closed therefore please do not contact us.**