



JOB PACK

Director of Operations at New Outlook

- Advertisement Copy
- Organisational Profile
- Structure
- Key Priorities
- Job Description
- Person Specification

Key dates:

Closing date: 16 April 2021

Short listing notification:

Assessment date: W/B 26 April 2021

Second interview *if applicable*:

Contact for recruitment:

Stan Stevens

0121-602 6518

stans@newoutlook.org.uk

Advertisement Copy

POST: Director of Operations

STATUS: Permanent

SALARY: £50k

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

New Outlook is a small, innovative housing and care provider supporting people with sight loss and other specialist needs.

We are currently seeing a passionate and dynamic Director of Operations

- You will have the commitment and desire to make a real difference to people's lives and the energy and drive to make real change happen.
- You will work closely and collaboratively with a small and supportive Executive Team who are committed to providing great services that enable people to be independent and have the best lives possible.
- You will be responsible for the day-to-day management and growth of the operational services to ensure that as well as being safe and compliant, they also offer the right model of support to maximise independence.

In return we will offer the opportunity to expand and develop your skills across a wide range of areas. This post is ideal for someone who would like to expand their role and responsibilities over time.



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 younger and older 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 physical and learning disabilities.

Today we support more than 180 people in a range of services including Housing with Care; Supported Living; Extra Care and small Care Homes 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 and grow.

You recognise that outcomes are individual and 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 and can demonstrate the ability to think strategically.

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

For an informal discussion please contact Lydia Bailey CEO on 07568 052340

Closing date: 16 April 2021

Organisational Profile

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> |



Strategic Priorities for 2020-2025

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.

The strategic priorities for 2020-2025 are the result of work undertaken with the New Outlook Board, alongside consultancy work commissioned from the Housing Learning and Improvement Network (Housing LIN).

There are four overarching priorities which provide a framework for all activities:

- *Quality and Compliance*
- *Culture and People*
- *Sustainability and Viability*
- *Development and Growth*

The four priorities provide a robust framework for the future direction of the Association while maintaining its culture and values and remaining true to its original aim to support people with sight loss or visual impairments.

Quality and Compliance

We want to ensure that we continue to offer high quality services and maintain compliance. This is not only because we want to achieve quality outcomes and keep people safe but also because we are registered with both the Housing Regulator and Care Quality Commission.

We need to build on the success of the past few years and continue to ensure that we have systems and processes in place to audit, monitor and evaluate the services we deliver.

- ✓ *Management Information – we need to ensure that we effectively use our management information to inform actions and practice. We want to further develop our KPI dashboards to make them interactive and responsive so we can effectively interrogate our data.*
- ✓ *External Validation - CQC Compliance – we want to ensure that our services continue to deliver quality outcomes and will use CQC inspections as one measure of this. We therefore want to ensure that all CQC registered services have a GOOD rating. We will start this process with commissioning external reviews of all services during 2020/21.*
- ✓ *Compliance Framework – we will continue the process of ongoing internal audits commenced during 2019/20 with priorities for these being agreed with the Finance, Audit and Development Committee.*

- ✓ *Health and Safety – Keeping colleagues and tenants/residents as safe as possible is incredibly important to us. We currently commission H&S from an external contractor. We want to ensure that we review this contract to get the most out of the relationship.*
- ✓ *IT systems – We recognise the benefits that our move to Microsoft 365 and use of mobile devices has had especially during the Covid-19 Pandemic. We want to ensure that we are using the best systems and programmes available to us so that we have access to good management information and can utilise the benefits of mobile and flexible working. This will initially start with a review of our HR system and care planning tools.*

Culture and People

New Outlook recognises that the culture sets the tone for everything that happens across the Association and especially the quality of service that people receive. We strive to create a culture which is open and transparent based on continual learning. We want to ensure that we attract and retain the best employees possible and strive to create a supportive, enabling work environment in which every colleague feels valued for their contribution.

Given the priority we have given to develop a good culture and work environment for colleagues we want to ensure that this is maintained as we develop and grow. We also want to make the best use of new ways of valuing our colleagues and making sure we employ the right people with the right values.

- ✓ *Recruitment and Selection - We want to introduce new and innovative ways of recruiting and selecting colleagues to ensure we get the right people with the right values. We are piloting telephone and video interviewing, value-based recruitment and considering a staff referral scheme.*
- ✓ *Retaining quality workforce – We continue to talk to colleagues about what we can do to help retain people. We are continuing to identify ways to improve training and career progression and carefully monitor our turnover rates.*
- ✓ *Continue to imbed Culture – We want to ensure that the culture and values are embedded across the association and at all levels. We have a bi-annual staff survey which monitors this and continue to be accredited with Investors In people (IiP).*
- ✓ *Continue to Improve working environment - We continually look at how we can offer the best terms and conditions possible to colleagues and create great places to work. We network with other good providers and use the staff forum for ideas.*

- ✓ We prioritise our Learning and Development strategy to address learning and development needs in order to prepare a workforce that is focused on delivering the best service user care and tenant support, where all colleagues are demonstrably fit to practice, and systems are in place to ensure individual competency.
- ✓ Managing a management development programme that seeks to enhance their skills, competencies and knowledge as they play a key and prominent role in meeting our business objectives.

Sustainability and Viability

It is essential that as an Association we remain sustainable and services are viable and therefore able to support people with sight loss in the future. We recognise that this is a dynamic, ongoing process to ensure we continue to deliver the right services at the right price and that future threats and opportunities are identified and responded to.

To ensure that we remain sustainable and that each service is viable in its own right we need to continually ensure that we are accessing appropriate funding, that our costs remain as low as possible and that we are utilising new ways of working to reduce costs.

- ✓ Association remains sustainable and viable – Growth of Association to reduce overhead per service and diversify funding sources to new areas and funding streams. KPI for surplus and for overheads.
- ✓ All individual services are viable and make contribution to the surplus – renegotiation of individual fees especially in care homes. Better use of resources including flexible and remote working and use of IT systems.

Remain competitive and able to offer VfM – overheads, efficiency, flat structure, new ways of working. Target for overhead costs. Benchmarking group. Partnership working.

Development and Growth

New Outlook recognises the need to continually review and adjust its service offer to ensure that it always offers good quality services based on current best practice and taking account of technological developments. It also recognises that people's expectations change and it is therefore essential we have ongoing dialogue with the people we aim to support and commissioners, so that we understand these changes. New Outlook also recognises that sometimes, to be sustainable and offer the best work environment, it is necessary to grow and diversify its portfolio.

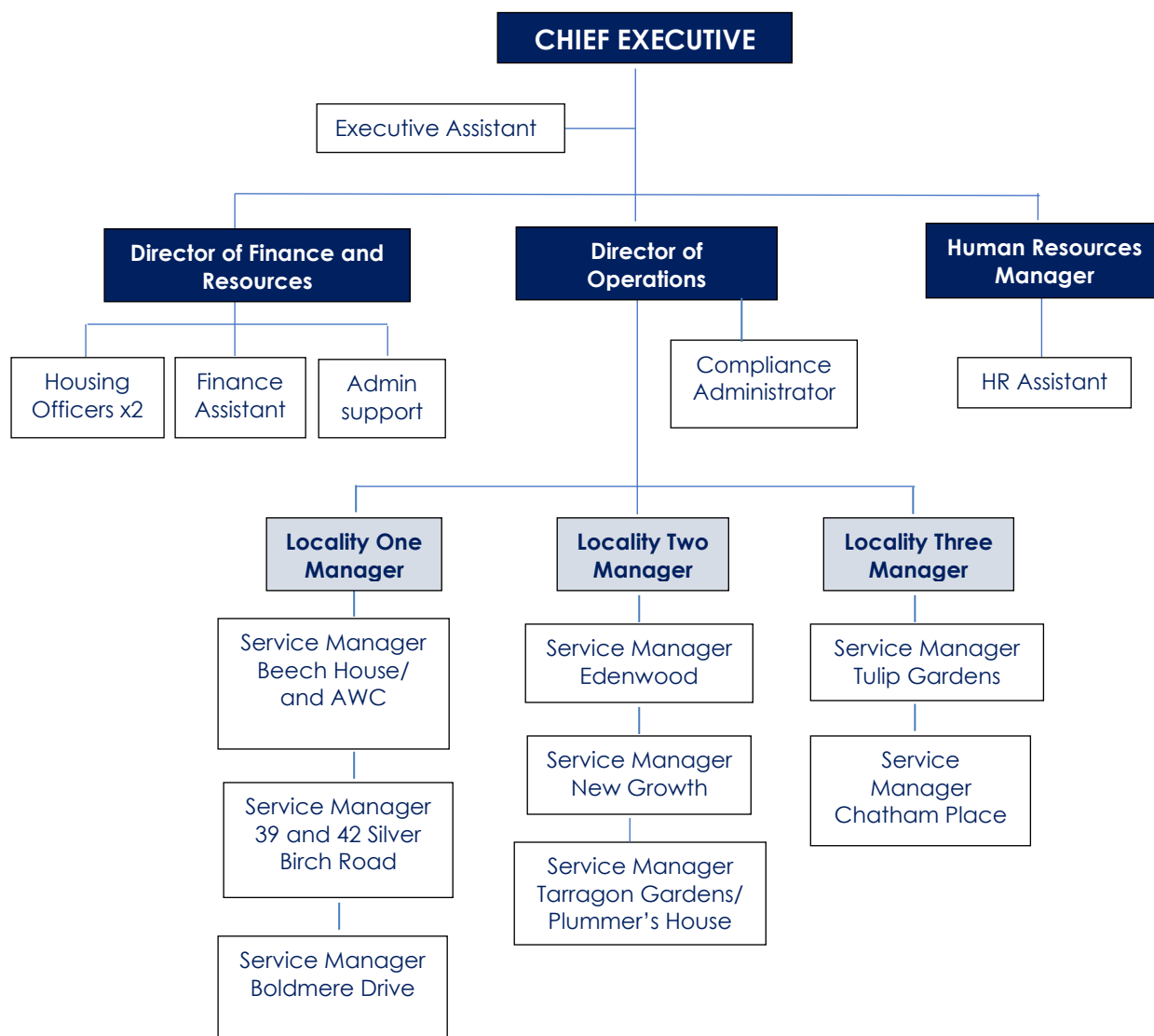
Over time the models of service delivery need to change and adapt to meet changing needs, expectations, and best practice. We also recognise the benefits that can be achieved by growing and diversifying both in the services we have and the areas we deliver them within. Not only does this allow us to support more people with sight loss but also supports the sustainability of the Association and offers the opportunity to offer better terms and conditions and career progression for colleagues.

During 2019 Board reviewed the different areas of service delivery and has agreed a clear strategy for different areas of the business.

Board also recognised the need for all services to be underpinned by best practice and utilise developments in technology to improve efficiency and outcomes for tenants.



Structure of the Association



Our Services

New Outlook employs 145 staff and supports around 180 people in a range of services including Extra Care; Housing with Care; Supported Living; Care Homes; and support in people's own homes.

This includes:

- An Extra Care service of 64 x 1 and 2 bed apartments
- 2 x Housing with Care services each with 25 flats
- 2 x Supported Living services
- 5 Care Homes supporting between 4 and 10 people
- Home Support - in other providers Extra Care and support in people's own homes.



Job Description

| | |
|-------------------------|---|
| JOB TITLE: | Director of Operations |
| STATUS: | Permanent |
| SALARY: | £50k |
| RESPONSIBLE TO: | Chief Executive |
| RESPONSIBLE FOR: | A range of direct reports including, but not restricted to, Locality Managers, Service managers and Compliance Officer. |
| LOCATION: | Mill House, Mill Lane, Bromsgrove Street, Halesowen, B63 3JP |
| HOURS: | 35 Hours per week across 5 days (plus on-call) including unsociable hours where required |

1. PURPOSE:

As part of the Executive Team, you will play a key role in defining the strategy and 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 be the nominated person for the Care Quality Commission (CQC) and ensure compliance with the core standards.

To take a lead role in the continuous improvement of existing services and the development of new service provision to ensure services continue to offer good outcomes.

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 CQC.

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

Professional Experience

Essential Criteria

Experience in a senior leadership role in Health, Housing or Social Care.
 Experience of leading regulated services (eg 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.

Desirable

Confident spokesperson for the Association with experience of public speaking.
 Experience of operating in a designated role (eg Nominated Individual or Accountable Officer) for regulatory function.
 Experience of working within a not-for-profit service or charity.

Knowledge and Understanding

Essential Criteria

Comprehensive knowledge of the relevant statutory regulations and sector guidelines.
 Good 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.

Desirable

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.

Qualifications, Skills and Personal Qualities

Essential Criteria

Appropriate health, housing or social care qualification and evidence of continuous professional development.

Able to work autonomously and manage own time efficiently.
 Able to effectively work as part of a senior management team and board-level officer.
 Strong and effective verbal and written communication skills.

Ability to analyse data and to prepare and present information to different audiences.
Strong organisational skills and IT literacy
Able to meet an enhanced DBS check.

Confident and compelling leadership qualities.
Positive and enthusiastic approach
Approachable and a good listener.
Innovative and creative.
A champion for quality outcomes
Demonstrable person-centred approach
Passion for dignity, choice and promoting independence.
Commitment to effective partnership working.
Willing and able to take personal responsibility.