

**Operational Manager (Hostels/ Homelessness Provision)
Based in Stoke on Trent**

Purpose of the job:

To be jointly responsible for the day-to-day management of Brighter Futures Direct Access hostel, satellite move-on / transitional housing units and supported housing/ associated tenancy support service within Stoke-on-Trent which includes:

- Responsibility for the management of 90 Hope Street (Hanley) a direct access hostel and Furlong Court (Burslem) supported accommodation scheme. Both which support adults with multiple and complex needs who may also be on a journey of recovery from drug or alcohol related addiction issues, and/or mental ill health and who also may have experienced:
 - Rough sleeping
 - Other forms of homelessness

In addition, to provide continuity the postholder will co work along-side two other operational managers to oversee this provision and the associated satellite / transitional 'move-on' units and 'move-on' tenancy support provision which operates 24/7, 365 days per year.

Summary of key objectives

1. To deliver an excellent customer focussed strengths-based service in line with Brighter Futures values, policies and procedures.
2. To jointly lead and motivate a team which delivers an excellent service, is creative and achieves its targets and outcomes.
3. To promote customer participation, co-production and active involvement in service design, delivery and wellbeing.
4. To promote Brighter Futures and to create and maintain effective relationships with commissioners, partners and stakeholders.
5. Effectively communicate and make sure that accurate information, data and advice is available when required.
6. To ensure all aspects of performance are monitored, best practice is highlighted, and continuous improvement is embedded to ensure that the service meets its targets/ outcomes, develops and improves.
7. Responsibility for managing the service/ scheme budget and ensuring that resources are well managed, effective, safe to use, and maintained to a high standard in line with Brighter Futures values, policies and procedures.
8. Ensure that properties are let in a timely manner and that tenants/ customers are aware of their rights and obligations in line with their occupancy agreements
9. Embed a psychologically informed service and environment that recognises the impact of trauma and constantly seeks to remove and break down barriers that may adversely prevent customers from moving forward positively.
10. Oversee the provision of multiagency/ 'hub' approach within the schemes which reflect the needs and aspirations of customers

Reporting to:

Director / Head of Service – tbc

Responsible for the line management of:

- Tenancy Support Staff (Hostels/ Peripatetic/ night workers)
- Trainees / volunteers/ peer mentors (as applicable)
- Administrative staff
- Students or others on placement
- Contractors when on site (including agency staff, security staff, cleaning staff/ maintenance staff etc)

Post specifics:

- 1. To deliver an excellent service in line with Brighter Futures values, policies and procedures, you will ensure that:**
 - Referrals are dealt with efficiently and in line with our policies and procedures.
 - Ensure that the tenancy support meets our high standards and that cases are regularly reviewed, and staff receive feedback which helps them continuously improve their performance.
 - Review all unplanned exits from the service to ensure; the right service was provided and that the customer did not experience any conscious or unconscious bias. Learning from these reviews is used to improve training, systems and procedures.
 - Embed a psychologically informed culture and environment within the service that enables people to thrive
- 2. To lead and motivate a team which delivers an excellent service, is creative and achieves its targets.**
 - Manage the recruitment and selection of staff
 - Manage and coach staff to ensure performance and attendance is in line with their contract of employment and Brighter Futures policies and procedures.
 - Promote teamwork and good working relationships by holding regular team meetings which;
 - a. Communicate information to the team to ensure they are kept up to date with Brighter Futures' progress and development, as well as changes to policies and procedures.
 - b. Ensure that information and feedback from team meetings is communicated to other staff and partners as appropriate.
 - c. Clarify objectives and engage all members in thinking about and discussing how the service can improve and how unmet customer needs can be addressed.
 - d. Agree and monitor the team service delivery plans.
 - e. Share feedback on the team's performance against targets and quality standards actions.
 - Support staff individually to be motivated, confident and achieve optimum performance by;
 - a. Annually conducting an appraisal of past performance and agree a SMART development plan. The plan should cover the training required to undertake the current role as well as future development needs. It should address issues relating to current conduct and performance and promote well-being.
 - b. Meeting regularly with individual staff supporting them to review their development plan, ensure progress is being made and any issues are resolved.
 - c. Audit case files and observe staff to ensure their practice meets required standards.
- 3. To promote customer participation and active involvement in service design and delivery.**
 - Achieve a high level of customer satisfaction by ensuring needs and aspirations are met and when needs cannot be met, they are brought to the attention of your line manager / Executive Leadership Team, the Board and commissioners.

- Ensure the service is offered in a way that recognises the value of participation and volunteering in supporting customers to; develop their confidence and self-esteem and improve our services.
- Ensure customers are involved in shaping the design, improvement and delivery of services.
- Seek customer feedback, respond positively to complaints/ customer feedback and engage readily with complainants and others to address their concerns, resolve their issues and use them to drive service improvement.

4. To promote Brighter Futures and to create and maintain effective relationships with commissioners, partners and stakeholders.

- Be an ambassador for Brighter Futures, promoting a positive image of services, policies and procedures and quality standards.
- Be responsible for creating and maintaining good working relations with stakeholders, commissioners, partners and other agencies.
- Seek to influence the design and quality of services delivered by other agencies, so that they meet our customers' needs.
- Represent Brighter Futures at meetings and report back as appropriate.

5. Effectively communicate and make sure that accurate information, data and advice is available when required.

- Be a focus for expertise within the organisation about your specific area of activity.
- Ensure that the information you produce is accurate, within required timescales and that it can be readily understood and used by those receiving it.
- Be aware of the benefits of sharing data AND the constraints of legislation and confidentiality.
- Create systems and agree protocols which allow information to be shared appropriately in line with legislation/ regulatory requirements.
- Maintain confidentiality in respect of commercially sensitive information belonging to Brighter Futures

6. To ensure all aspects of performance are monitored, best practice is highlighted, and corrective actions are taken to ensure that the service meets its targets, develops and improves.

- Agree annual targets with your line manager and use these to set targets for individuals and the team.
- These targets will be included in your annual service plan to ensure that the service to customers is of the right quality and achieving the agreed outcomes and targets.
- Monitor the effectiveness and quality of the service to; customers, stakeholders and commissioners against the standards outlined in our ISO 9001 statement and any applicable contracts held.
- Ensure that performance reports are available within agreed timescales and in the appropriate format.
- Act in response to any performance issue by the team and/or an individual may lead to customers receiving a sub-standard service or that you may fail to meet your targets.
- Identify and promote good practice, ensure it is shared widely with colleagues, stakeholders and commissioners.

7. To ensure resources are well managed, safe to use, maintained in good condition and waste is kept to a minimum.

- Finances
 - a. Agree your budget with the Finance Director in consultation with your line manager.
 - b. Control spend in key areas, achieve income targets, monitor your budget to make sure the service is delivered within the set limits and report any likely variances.
 - c. Where rents and service charges are applicable- assist with the review and setting of these
 - d. Ensure income collection and maximisation is achieved in line with performance requirements

- Health & safety
 - a. Ensure that all working areas are safe, clean, tidy, and promote professional and efficient ways of working in line with the health and safety policy and procedures.
 - b. Ensure that staff comply with health and safety procedures and report accidents and near misses appropriately.
 - c. Ensure all offices/ schemes and accommodation units are compliant with current health, safety, fire/ building safety requirements and report any concerns immediately
- Equipment and property
 - a. Ensure all equipment is properly maintained, available when required, safe to use and in good working order.
 - b. Ensure all Brighter Futures property (including vehicles) is used only for the purpose it was intended for and that any loss or damage, deliberate or otherwise is reported immediately.

Additional Responsibility:

On call- On a rota basis (managers) you will be expected to respond to “out of office hours” on-call emergencies, either in person or via the telephone as appropriate.

Scope:

Undertake any other duties that may be reasonably requested within the company’s area of geographical operation.

Hours of Work:

37 hours per week (Monday to Sunday - flexible hours are a requirement of the post – usually between 8am-8pm over 5 days out of a 7 day period based upon service requirements)

The role will require the candidate to be mobile (peripatetic) across our housing provision in order to meet business and service need.

Salary & Benefits:

Salary Band: £ 27,103.86 - £29,813.07 per annum

27 days annual leave plus 8 additional days

Group Personal Pension Plan, including life assurance and group income protection

Health care Cash Plan

Occupational Sick Pay

Staff Counselling Service

Person Specification – Operational Manager

We want the postholder to demonstrate the following competences to a high level and use them in their work. This is more important than having a great deal of direct experience of the job content. We will be looking for evidence of the following key competences during the selection process if you are shortlisted.

<ul style="list-style-type: none">▪ Communication & Clarification▪ Creativity, Innovation & Adaptability▪ Commitment & Customer Focus▪ Relationship & Team Building▪ Respect, Integrity & Open-mindedness	<ul style="list-style-type: none">▪ Accountability, Self-Reflection & Development▪ Managing Change▪ Leadership, Management and Coaching▪ Awareness of Operating Environment
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Although we are keeping direct experience/knowledge requirements to a minimum, we do need you to use the job application form to demonstrate your capabilities in relation to each of the criteria listed in Sections 1 and 2 below (addressing each point in order). Use the answers to show how your competences have helped you achieve positive results. This will give you the best possible chance of being shortlisted.

1. **Specific Qualification, Experience and Track Record**

- 1.1 Degree level or equivalent in a related discipline.
- 1.2 NVQ level 4 or equivalent management qualification
- 1.3 Ideally previous experience of working in a managerial position particularly with those experiencing homelessness or addiction.
- 1.4 Experience in managing or leading a team focused on supporting people with complex needs.
- 1.5 Working with people who have multiple and complex needs and/or are oppressed and have experienced discrimination and require support relating to housing and homelessness
- 1.6 Experience in the management of contractual arrangements and compliance monitoring.
- 1.7 Experience in monitoring and managing budgets.
- 1.7 Able to establish appropriate networks and good working relationships with colleagues, customers, commissioners, stakeholders and partners.

2. **Special Knowledge and Requirements**

- 2.1 Knowledge of the issues facing vulnerable people with complex needs who are homeless or sleeping rough.
- 2.2 Ability to make operational decisions in line with recognised standards and contractual requirements.
- 2.3 Ability to solve problems and assess information and situations connected to service provision or management of a range of processes.
- 2.4 Ability to influence, motivate and lead others.

- 2.5 Effective communication skills, oral and written.
- 2.6 Knowledge & ability to effectively use windows-based software, including Word, Excel, e-mail and the Internet.

3. Additional Job Requirements

- 3.1 Ability to remain calm under pressure and difficult situations.
- 3.2 Must be self-motivated with a positive can-do approach.
- 3.3 Strong commitment to equality and diversity.
- 3.4 Ability to drive and have own transport.
- 3.5 Flexibility to attend training, meetings, conferences, on-call etc, outside of normal working hours.
- 3.6 Must be able to demonstrate a commitment to our Values.
- 3.7 Willing to undertake training and development as identified in your personal development plan.

Core Competencies
(LINE MANAGERS)
(Operational Managers)

	<u>Descriptor</u>
Communication and Clarification	Presents clear messages using a range of techniques. Identifies active listening as a key component to effective communication. Appropriately influences others. Is concise and persuasive with a wide range of audiences. Effectively promotes Brighter Futures values, purpose and services.
Creativity, Innovation & Adaptability	Proactively sources and develops ideas. Solves problems, bringing improvements to services and resources. Modifies style and approach to achieve goals and effectiveness. Creates and embeds a psychologically and trauma informed environment and culture in the workplace.
Commitment & Customer Focus	Committed to and focused on the views and needs of customers and other stakeholders. Ensures that customer needs and aspirations are at the core of Brighter Futures service provision and take a non-judgemental approach to issues. Remains resilient and positive in seeing things through.
Relationships & Team Working	Develops and maintains positive relationships with a variety of people. Appropriately networks internally and externally for the benefit of Brighter Futures, its services and customers. Displays self-awareness, respect and integrity in all relationships.
Respect, Integrity & Open Mindedness	Understands and works within Brighter Futures commitment to equality and diversity. Respects and values the diversity of colleagues, customers and the wider operational environment. Understands and respects other people’s points of view. Demonstrates commitment to enhancing and developing Brighter Futures services in line with principles of equality and diversity.
Accountability, Self-Reflection & Development	Takes ownership, meets responsibilities and honours commitments. Is open and committed to continuous development. Applies new information and learns from experiences. Shares knowledge and learning and recognises own strengths and areas for development. Is open to receiving feedback about own performance. Can identify and discuss own mistakes and failings and takes steps to rectify them to improve performance. Presents a calm, competent and professional image to customers and other employees.
Managing Change	Is proactive, responsive and adaptable. Translates plans for change into operational plans, developing and managing the process for optimum results. Appropriately responds to and effectively manages and engages others through change. Constructively and appropriately challenges change appreciating Brighter Futures need to remain flexible and break from tradition for the benefit of the customers and the mission of the organisation. Remains resilient and sees things through and can remain effective under pressure.
Leadership,	Leads, inspires and engages staff to own and deliver on Brighter Futures vision and

Management and Coaching <i>(Managers Only)</i>	goals. Sets a strong example for other staff to follow. Establishes and communicates clear performance goals, standards and expectations at all levels, identifies and produces reliable factual evidence of progress against these. Gives regular feedback, coaches and supports others to develop to their full potential. Efficiently identifies and resolves conflicts within relationships to prevent disagreements from arising.
Awareness of Operating Environment <i>(Managers Only)</i>	Demonstrates awareness and understanding of Brighter Futures position within the external environment for services and funding. Actively puts in place plans, and encourages ideas from staff, to save money, enhance efficiency and maximise income and implements appropriate plans to meet challenges.