

Executive
Director of
Support
Services

Welcome

Dear Candidate

Thank you for your interest in becoming our new Executive Director of Support Services.

Advance is an award winning provider that exists to transform the lives of people with a disability or mental health condition by providing the best quality housing and support services - to enable them to live the lives they choose, achieve their personal goals, feel valued and know their voices are heard. Together we transform lives. Everything we've ever done was because someone, somewhere, wanted something different and better out of life and we were determined to support them to make it happen.

The Executive Director of Support Services is a key role within our organisation providing strategic leadership of our services, from residential and respite care to support for complex needs and community activities. As a member of the Executive Leadership Team, you will champion innovation and excellence in care in everything that we do. We pride ourselves on the quality of our services, but are not complacent and we are constantly striving for improvements in the ways that we work and the support that we offer. This role therefore is a critical one, focused on growing the impact of our support services and reaching as many people as we can whilst delivering exceptional value for money and commercial viability.

In 1974 we supported four people coming out of institutional care who had a dream of living independently in the community. Back then, our solution was to buy a house on a city street, fill it with furniture, and help them settle in. Since then we've learned to do things a bit differently, and our solution doesn't stop at a front door and a comfy sofa. These days we support thousands of people at home and in the community – people who start from a position of disadvantage due to their health or their disability and who want more choice, more control and more opportunities. Where we don't have the knowledge to support people we learn, so that we can get it right; where we can't provide a solution, we'll find a local partner who can.

As we continue to evolve as an organisation and adapt to the changing needs of our customers, this role will lead on modernisation of our services and support that we are able to offer, ensuring accountability is at the core of our customer-focused work.

We are looking for a strategic thinker, who has demonstrated excellence in care and support services. Passionate about our customers, you will continually strive for innovation and efficiency and the best quality service provision. You will bring an appropriate level of challenge across our organisation to be the best in class. With a strong commercial mindset, you will seek out new opportunities, ensuring we continue to grow sustainably and support as many people as possible. Whether your experience is in mental health or learning disability services, or indeed the wider social care sector, you will put the needs of our customers first and resonate with our values-focused approach.

I very much look forward to hearing from you.

With best wishes

Julie Layton
Chief Executive

About Us

Advance Housing and Support Limited is a registered society under the Co-operative and Community Benefit Societies Act 2014 and a Registered Housing Provider. We provide housing, support and other community related services, specialising in supporting people with learning difficulties and mental health conditions.

We provide a number of different types of services, including small-scale residential care homes, supported living services, shared ownership homes and community support services. Our support services represent approximately £14m of our overall turnover of £37m. We operate over a large geographical area across the Midlands, London, South East and South West. We have offices in Witney (Oxfordshire), London, Leicester, Cornwall and Dorset; we also have a number of smaller offices.

Our vision is to transform the lives of people with a disability or mental health condition by providing the best quality housing and support services. We want to enable our customers to live the lives they choose, achieve their personal goals, feel valued and know their voices are heard.

At the end of March 2020 we completed the last year of our Strategic Plan 2017-20. We made considerable progress against each of our strategic objectives. Staff and customer satisfaction have remained strong throughout. We have enabled more people to own a home through shared ownership and developed new rented properties. We have opened new housing and support services and won contracts to deliver more support, based on a strong reputation for good quality services. We delivered our value for money commitments while investing in technology, the quality of our homes and the development of staff.

Our strategy for 2020-23 builds on the progress we have made over the last three years. It was based on feedback from staff, customers and stakeholders. Our Vision and PRIDE values remain the same. The achievements and improvements made in 2017-20 set the foundations to deliver a more ambitious and challenging set of objectives. The new strategy for 2020-23 will therefore see us focus on:

- Delivering Quality Homes and Services - which make a difference to peoples' lives.
- Sustainable Growth - so that more people get to benefit from our services.
- High-Performing Organisation - being the best organisation we can be.

Our Values

The five PRIDE values set out below are embedded across the organisation. They form the basis of the way we work together to support our customers.

Partnership:

We work in partnership with our customers and build better relationships with others that help us serve our customers better.

Respect:

We treat our customers, colleagues and others as we would like to be treated.

Innovation:

We are keen to try new things - especially when we can make things better for our customers.

Drive:

We do the right thing at the right time and everything we do is driven by our customers' needs.

Efficiency:

We make the best use of our resources, maximising efficiency, so we can deliver the best services for our customers.

Our Services

We provide a range of personalised support services for people with disabilities, learning disabilities, mental health conditions including autism. Our services are flexible and are built around each individual's needs.

We work across 3 regions:

- Midlands & Oxfordshire (MID)
- London & South East (LSE)
- South & South West (SSW)

We're committed to providing high quality services, to make sure that our customers receive the support they need in the best way. A support workforce of 500 provide support to 750 people at home and in their communities. Of these 750, 350 also live in an Advance property. Services range from low level support at home or in the community to 24/7 support for customers with more complex needs. We are responsive to the needs of our customers and are developing more specialist support services for a small but growing number of individuals with complex needs or challenging behaviours.

Across our provision, 17 localities are registered with and inspected by CQC – with 35 individual services and addresses within that. All of our CQC registered services are currently rated as 'Good'. We have a further 44 service locations which are not CQC registered. In 2018/19. This means that the services are performing well and are safe, effective, caring, responsive and well-led. In the year ahead we will continue to work towards being rated as 'outstanding'. We are always working to improve our services, and our customers' voices are an important part of enabling us to do this.

Our services include:

- Supported Living
- Registered Care Homes
- Community Based Services and Activities
- Support in Customers' own homes
- Floating Support
- Independent Living Support
- Direct Payments and Personal Budgets

Value for money

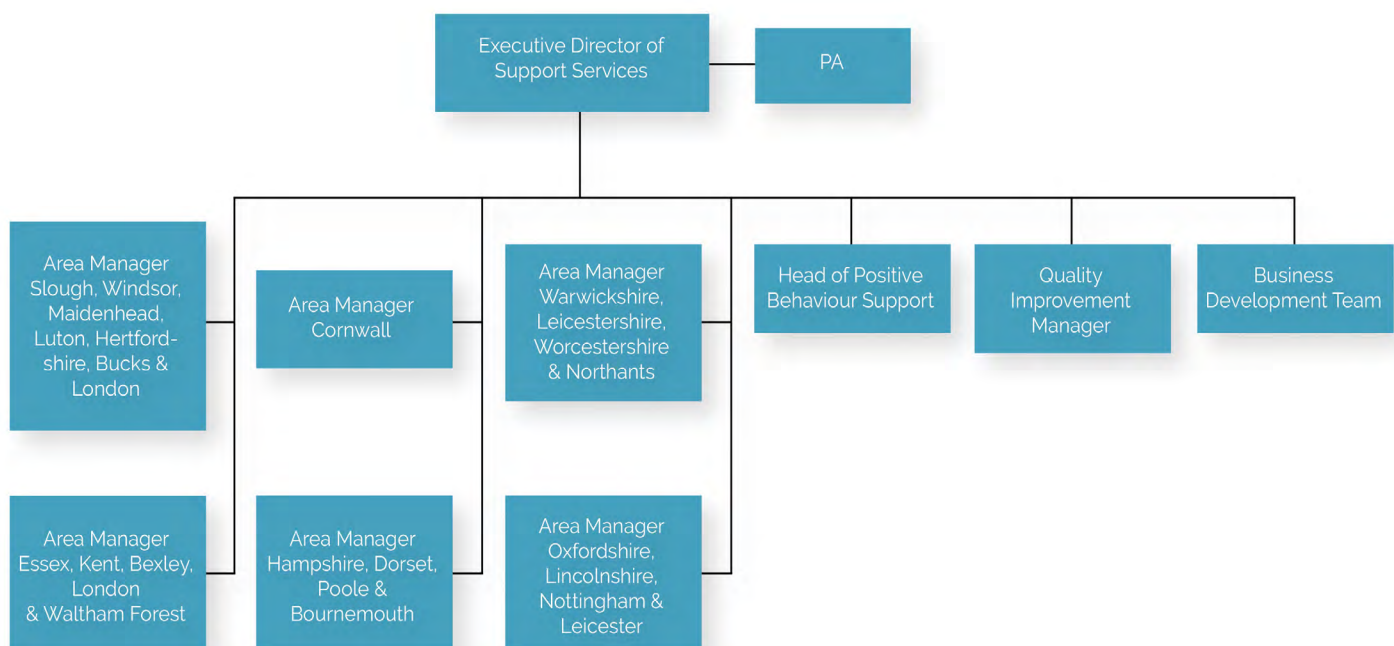
Helping our customers achieve their ambitions drives everything we do. Our focus on Value for Money is really important to us. It helps make sure we use our resources of people, houses, money and systems in the best way possible. We are not seeking to operate at the lowest unit cost. Our vision is to deliver the best quality housing and support services to enable our customers to live the lives they choose, achieve their personal goals, feel valued and know their voices are heard.



Organisation Structure

The Executive Director of Support Services sits on the Executive Leadership Team which comprises our Chief Executive, Executive Director of Resources, Executive Director of Support Services and Executive Director of Housing.

The current structure of the Support Services Directorate is below:



Job Description

Role title: Executive Director of Support Services

Responsible to: Chief Executive

Purpose:

To lead all aspects of Advance's Support Services delivery and growth.

As a member of the Executive Leadership Team, you will work collaboratively with senior colleagues and Board Members.

Responsibilities:

Strategic Leadership

- Work with the Chief Executive Officer as a key member of the executive leadership team to drive the strategic direction of the organisation, contributing to the development of the corporate strategy and all policy formulation at strategic level.
- Produce and deliver the Support Business Growth and Development Strategy.
- Provide clear, determined leadership of delivery of Advance's Business Plan, Budget and wider corporate objectives.
- Develop effective management information systems and produce timely and accurate reporting of performance ensuring robust monitoring of financial performance of support services and return on investment.
- Take lead responsibility for broadening Advance partnerships across all regions and in line with the growth strategy, building strong relationships with commissioners and partners, seeking out and extending new opportunities for innovative models of delivery.
- Work closely with the Executive Director of Housing and other senior leaders to maximise the impact of services for Advance customers and in line with the growth strategy.

Team leadership and service provision

- Take lead responsibility for the Support Services Directorate ensuring it delivers against corporate objectives and performance plans.
- Provide empowering leadership for the Support Services teams, line managing effectively all direct reports, supporting and developing them to achieve their agreed business objectives, modelling appropriate leadership styles and coaching managers as appropriate to achieve the required outcomes.
- Work with HR to ensure access to appropriate learning and development that equip all staff in the Support services to deliver the service requirements and to provide an effective employee engagement/communication.
- Provide effective mechanisms for gathering and analysing customer feedback and wider market intelligence across the areas and sectors in which Advance operates to drive growth and inform new business and delivery plans.
- Develop and maintain effective day to day management of project management, quality systems and appropriate accreditation for all services and for ensuring effective Business Continuity planning and testing.
- Take personal responsibility for effective compliance with all health, safety and environmental legislation and regulations ensuring that staff are effectively supported to meet their obligations through appropriate guidance, training and audit.

Job Description

Governance

- Report on the performance of Support Directorate and associated issues accurately and in timely manner to the Board and the executive leadership team, contributing to the maintenance of effective governance of Advance.
- Undertake medium and long-range planning to deliver the support business objectives and meet requirements of regulators.
- Ensure appropriate policies, procedures and processes are in place for the effective operation of the Support Directorate and review them on a regular basis.
- Secure and maintain appropriate accreditations, such as ISO standards and Investors in People, and ensure that these are integrated into our day to day operations.
- Co-work with the Business Assurance Team, ensuring pro- active management of the risks around safeguarding/safety of customers, fraud/financial malpractice and contract compliance, and reporting to the Safeguarding panel and ensuring best practice. Ensure that staff are clear on their obligations to report any concerns.
- Be personally accountable for the management of financial and service quality, risks, and controls within the Support Directorate and for reporting regularly to Chief Executive.

Culture and Values/Behaviours:

- Ensure Advance maintain a strong customer focused approach at the heart of all it does and enable the organisation to best manage these customer relationships.
- Promote the values of Advance and its commitment to equality and diversity and specifically enabling disabled people to realise their potential as individuals.
- Ensure that Advance service delivery reflects the diversity of the customer groups.



Person Specification

Knowledge and Experience

- Degree level education or equivalent through relevant training/experience.
- Track record of success in delivering personalised services for customers in a dispersed organisation.
- Leadership experience within a complex, dispersed organisation with demonstrable experience of engaging with and motivating multi-disciplinary staff teams.
- Strategic vision and foresight, with experience of developing a strong person centred service culture, based upon a thorough understanding of the external commercial and social care environment, and customer insight.
- Track record of delivering results, growth and continuous improvement in order to deliver financially sustainable services.
- Demonstrable experience of successfully managing the conflicting demands of delivering personalised services that are commercially viable and fully compliant with regulatory and professional standards.
- Experience of setting and ensuring quality and performance goals and standards are met and where possible exceeded, including achieving commercial goals whilst delivering social outcomes.
- Experience of leading and delivering business change, establishing a 'can-do' culture to meet the demands of the changing environment.
- Experience of successful engagement in corporate management and participation in the formulation of corporate objectives, policies and strategies, including business planning.
- Knowledge and proven experience of working in partnership with internal and external stakeholders to develop and deliver improved services and performance.
- Knowledge of successfully managing performance, of setting and monitoring measures that reflect corporate objectives and customers' goals.
- Knowledge and experience of working with the public sector combined with a firm grasp of the wider policy agenda.

Desirable

- Relevant professional or management qualification..
- Experience of managing mergers and acquisitions

Style and Attributes

- Personally committed to diversity; treating others with dignity and respect, and with a real desire to understand and meet diverse customer needs and aspirations.
- Able to command the trust and respect of fellow Directors.
- Able to present a credible leadership style to our customers, families, staff and commissioners.
- Strive to continually improve the quality of services provided.
- Show determination to achieve targets and objectives.
- Define and monitor performance against targets and takes remedial action where required.
- Able to challenge underperformance constructively.
- Committed to accountability, openness, transparency and equality of opportunity.



Our PRIDE Behaviours

Partnership

- You work well with others, including customers and colleagues.
- You make lots of new contacts and connections.
- You share your knowledge and learning with others.

Respect

- You are good at listening to and learning from others.
- You are positive and respond to feedback openly and honestly.
- You want to see things from the customers' perspective.

Innovation

- You look for new or different ideas or solutions.
- You are willing to change routine ways of working.
- You like sharing ideas with colleagues and motivating them to make changes.

Drive

- You are punctual and deliver work in a timely way.
- You understand Advance's, your team's and your own plans and priorities.
- You can explain how far you have got with work and can offer realistic timeframes for completion of the work.

Efficiency

- You plan your work carefully.
- You look for ways to adopt and share 'best practice'.
- You try to save resources wherever possible (e.g. by considering how to save money, being environmentally friendly, using data systems etc.).



Terms of Appointment

Salary	This role attracts a competitive package. Starting salary will be dependent on experience.
Location	This role can be based remotely or from any of our main offices, however the post holder will be required to travel nationally as required.
Pension	Contributory pension scheme between 3% -5%.
Annual leave	25 days annual leave + statutory holidays. Holiday entitlement increases by one day of each year of service, up to 5 years

How to Apply

We hope you will consider making an application. If you have questions about the appointment and would find it helpful to have an informal conversation, please contact Juliet.Brown@starfishsearch.com or Mark.Crowley@starfishsearch.com and we will be happy to arrange a call.

To make an application, please go to <https://starfishsearch.com/jobs/advance-executive-director-support-services/> and click on the apply now button, with the following prepared:

- your CV (no more than three sides).
- a supporting statement that sets out why you think this role is the right move for you and how you meet the Knowledge and Experience criteria.
- we would be grateful if you would also tell us your current salary details (we do not disclose this to our clients without your consent).

Closing date	Friday 24th July 2020
First round interviews	w/c 10th August 2020
Agreement of the final shortlist	End w/c 17th August 2020
References taken up for shortlisted candidates	To follow shortlist
Interviews with Advance	w/c 31st August or 7th September 2020

