



Operations  
Director



# Welcome

Dear Candidate

Thank you for your interest in this important role for Homes 2 Inspire, which is part of Shaw Trust Group. This is a time of change for us when we are looking to grow and develop our services, reach and impact for children and young people. Across Shaw Trust we are committed to helping children and young people throughout their lives from their earliest years all the way through to adulthood.

We are now seeking an Operations Director to join Homes 2 Inspire, to lead our residential children's homes, semi-independent living accommodations and independent fostering agency (Fostering to Inspire). This is a key role on the Homes 2 Inspire Senior Leadership Team and you will be an experienced leader, with evidence of strategic leadership in a multi-site organisation, preferably within Children's Services although this is not essential. What is important is your strong track record of working with a diverse range of stakeholders to drive commercial growth and financial sustainability. Our hope is that in due course, you will progress to become Managing Director of Homes 2 Inspire.

Values driven you will care deeply about providing high quality services for young people and you will be able to demonstrate your ability to ensure the highest possible standards of care, quality, compliance and professionalism are embedded throughout Homes 2 Inspire. Comfortable with complexity and ambiguity you will be adept at skillfully managing multiple priorities and providing clear leadership to your teams. Collaboration and communication are critical to the success of this role and you will excel at building strong relationships with a wide variety of people to achieve desired outcomes.

We are looking for an ambitious forward-thinking leader who is motivated by the potential to change lives. If this excites you, if you can see how you can make a positive difference to the lives of young people across the UK and you bring the skills and experience we are looking for, we'd love to hear from you.

**Paul Cook**  
**Managing Director, Homes 2 Inspire**



# About us

The Homes 2 Inspire story started in 2007 with the opening of our first home in Long Buckby. Our aim then, as it is now, is to help the most vulnerable children, giving them a safe place to live, and the time and patience to work through any difficulties they have. We have now grown to have 27 homes across the UK all unique in character, but united in the belief that all children need is a chance.

We specialise in working with children, young people and families. We have comprehensive experience in providing specialist, welfare and educational based support, interventions and guidance to children and young people within various settings. As a leading provider of residential Children's Homes in Nottingham, Northamptonshire, Oxfordshire, Bedfordshire and Worcestershire, we accommodate looked after young people, providing holistic and bespoke care packages to meet individual needs and ensuring effective outcomes for those in the care of the Local Authority.

Our exclusive 25 years' managerial experience and a proven model to deliver holistic and complete services for children and young people, our homes provide a therapeutic environment with highly trained, qualified and experienced staff dedicated to supporting and caring for children.

Our staff team is full of vastly experienced individuals who are trained, not only to industry standards but beyond to meet the individual needs of each child they care for. Our staff think creatively to find the best way to care for our children, and to keep on caring when circumstances are difficult.

Homes 2 Inspire became part of the wider Shaw Trust Group in 2017.

**shaw trust**



# Our Services

## Children's Homes

Homes 2 Inspire have a network of 27 homes across the UK looking after more than 100 children in areas including Bedfordshire, Derbyshire, Northamptonshire, Nottinghamshire, Oxfordshire, Staffordshire and Worcestershire. Our homes range in size from individual homes for children with high needs to group living in solo, duo, 3, 5 and 6 bed homes.

Our homes offer children non-institutional therapeutic living environments, though we prefer to say they are homely, warm and welcoming. Our considerable and highly regarded experience offers local authority social care teams a safe and immediate solution when seeking to accommodate children whose personal circumstances or behaviour may make them difficult to place.

## Staying Close & Step Change

Following the Government's 'Keep on Caring' white paper and Sir Martin Narey's 'Residential Care in England' independently commissioned report that were both published in July 2016 Homes 2 Inspire welcomes the recommendations around supporting young people in residential care approaching independence and beyond. We commit to support young people during this transitional period to prevent the 'cliff edge' conclusion to their period in residential care. We have developed bespoke packages in conjunction with local authorities, internal and external stakeholders and the young person, to enhance their transition process in to independence resulting in a more proactive and positive experience of leaving care.

All children and young people accommodated within Homes 2 Inspire are encouraged and supported to achieve positive outcomes. All children and young people will have a comprehensive Pathway Plan, where applicable, that ensures their safety and wellbeing and fulfils their future aspirations. This is supported through a detailed Care Plan which involves all significant stakeholders working collaboratively to deliver these outcomes in an appropriate and measurable way.

## Staying Close

The Care Standards Act 2000 requires a children's home to provide care and accommodation 'wholly or mainly' for children. It may, on occasion, be necessary as part of these arrangements to accommodate young people in our homes after their 18th birthday. However, we will always ensure that this is appropriate to the needs of the young person and those children and young people also in placement. When young people are ready to move on packages of community based support can be put in place to ensure that those supporting this transition in to adulthood are familiar to the young people.

## Step Change

When children leave our care we can provide bespoke packages of community based care that allow those who have been working with the young person in their home to continue to support them in their leaving care provision. Our Step Change package can be individually tailored to support those leaving our homes up to the age of 25. Outcomes for young people are monitored by the Star Outcomes Framework and will be reported on throughout the Step Change package

## Leaving Care

Homes 2 Inspire began running a contract for Northamptonshire County Council care leavers in 2018. Belinda Ferrison House (BFH) comprises 19 individual flats in a central Northampton location, designed to allow care leavers a safe environment to test their independent living skills before moving on to other housing options.

The contract also provides community support to those who move on from BFH for three months in their new setting allowing those young people to have continuous support from people they have been working with on their independence journey. All young people will have progress closely monitored through the Outcome Stars Framework.



# Our Services

## Fostering To Inspire

As part of Shaw Trust's wider children's services offer we have an independent fostering agency, Fostering to Inspire, with remarkable foster carers who can provide stable and positive family environments for children and young people.

Fostering to Inspire was founded with the aim of providing quality care and foster placements to the children and young adults who are in need. We strive to achieve a positive and long lasting effect on young lives through offering continued support to our foster carers in whatever area they need it most. Fostering to Inspire is working hard towards becoming accredited users of the Mockingbird Family Model, as part of its support for foster carers.

# Our Purpose & Values

As Shaw Trust continues to grow, following the acquisitions of Prospects and Ixion, we have developed a new purpose and values. These serve to drive our work and maximise the social impact we deliver each and every day.

## Our purpose

Shaw Trust's purpose is to help one million people transform their lives each year.

## Our values

Working with individuals, funders and partners to design and deliver effective services.

**We care about people:** We support our staff and people we work with to realise their potential and transform their lives.

**We make a difference:** Making a lasting positive impact for the people we support is the reason we exist. We deliver high performance across our services, helping people to transform their lives.

**We are inclusive:** We value the ideas, views and strengths of everyone we work with and support. Everybody is different and everybody is equal.

**We are collaborative:** Working together is more effective and efficient. We believe that by working together with a range of partners we create better services and solutions.

**We are honest:** We are authentic, accountable and transparent in all we do.

Shaw Trust is determined to show strong leadership in working with people to help them find work, gain support and improve their wellbeing, transforming their lives in the process. Our purpose and values support this by motivating our staff while clearly demonstrating our commitment to our stakeholders.

We have a charitable heart and a commercial head, and we carry forward the best attributes of both. As a charity we are able to reinvest any surplus we make through our work back into product development and delivery. This ensures that we are able to deliver the best possible outcomes for our participants while remaining at the cutting edge of service provision. Our commercial know-how means we understand the importance of delivering excellent value for money, being competitive and of proving our impact. Our extensive experience working with partner organisations and commissioners means we are perfectly placed to meet their needs from a business perspective.

# Role Description

**Job title** Operations Director for Homes 2 Inspire and Fostering to Inspire

**Reports to** Managing Director

## **Purpose**

The post-holder will have overall management responsibility for residential children's homes, semi-independent accommodations and independent fostering agency (Fostering to Inspire) operated within Homes 2 Inspire, which is part of the Shaw Trust Group.

The post holder will be part of the Homes 2 Inspire Senior Leadership Team and will play a lead role in engaging with external stakeholders and working with the Shaw Trust Commercial team to assist in the growth of the business.

The post holder will ensure the highest possible standards of care, quality, compliance and professionalism are embedded throughout the operation. They will be able to handle complex situations and multiple responsibilities simultaneously. They must be collaborative, with the ability to build strong and sustainable relationships at all levels of Homes to Inspire and wider Shaw Trust Group.

## **Main Duties and Responsibilities**

1. Provide highly effective leadership across the residential children's homes and semi-independent living accommodations, including Trevone House and independent fostering agency to ensure a high quality of care is provided including being on call outside of normal working hours.
2. Manage and implement change to help grow the business.
3. Ensure standards in the residential children's homes meet current Children's Homes Regulations and Ofsted Quality Standards while also meeting the needs of the children and young people in care.
4. Ensure full compliance with all external regulatory bodies.
5. Be part of the Senior Leadership Team and Homes 2 Inspire Board to ensure an organisational oversight of best practice and current thinking.
6. Support geographically dispersed sites to deliver/exceed contractual performance objectives and maintain agreed levels of occupancy for children's homes and leaving care services.
7. Regular monitor performance data and outcomes along with Contractual Review meetings with Local Authority and Multi-agency panel meetings.
8. Develop and maintain customer and account management relationships promoting the residential children's homes and semi-independent living accommodations with external stakeholders to maximise business opportunities.
9. Ensure safeguarding and legislation is fully upheld and embedded within Homes to Inspire culture and managed effectively to safeguard children.
10. Ensure relevant care, pathway, placement and education, health and care plans (EHCP) for each child and young person are monitored to improve outcomes for children and young people.
11. Manage the financial control of the business to ensure the efficient management of forecasts and budgetary parameters.
12. Display good commercial acumen to develop and produce operationally viable and cost-effective solutions to business development opportunities, developing and working on bids in line with legislation and customer specifications.
13. Deputise for Managing Director of Homes 2 Inspire as appropriate.
14. Coach, support and motivate the senior managers to develop and enhance individual and team performance and to optimise service delivery.
15. Ensure safer recruitment standards are met and all staff members are supported with personal and professional development and job-related learning.
16. Keep informed of current legislation, statutory and other guidance with regards to children and young people and cascading the information through the team.

# Role Description

## Other

17. To undertake any further training as identified in the Homes 2 Inspire review procedures.
18. Ensure that safe working practices are followed in respect of COSHH and other Risk Assessment control measures.
19. Employees must comply with the provisions of 'The Health and Safety at Work Act 1974' and must take reasonable care for the health and safety of themselves and of other persons who may be affected by their acts of omissions whilst at work. Employees are also required to co-operate with their employer to enable them to perform or comply with any statutory provisions. The Trust's efforts to promote a safe and healthy working environment can only succeed with the full co-operation of its employees.
20. To understand, comply with and promote Shaw Trust Group's safeguarding policy and procedures. It is the responsibility of all employees to make the working environment safe and secure for all. Everyone must adhere to the 5 Rs in relation to possible abuse: Recognition, Response, Reporting, Recording and Referral. The Trust can only ensure its dedication to the protection of vulnerable people with the full cooperation of its employees.
21. The Shaw Trust Group has a Diversity and Inclusion Policy and it is the responsibility of all staff to comply with this. The key responsibilities for staff under this Policy are set out in the Trust Code of Conduct.
22. To maintain the confidentiality about clients, staff and other Shaw Trust Group business. The work is of a confidential nature and information gained must not be communicated to other persons except in the recognised course of duty. The post holder must meet the requirements of the Data Protection Act at all times.
23. Be aware of, promote and implement Shaw Trust Group's Quality and Information Security Management Systems.
24. To report to Line manager, or other appropriate person, in the event of awareness of any behaviour or practice with staff, children, young people and customers etc which falls below Homes 2 Inspire Code of Conduct.
25. Recycle and manage energy within your environment.
26. Ensure that good practice is shared across employment services and with the wider organisation.
27. Actively promote and embed the Shaw Trust Group's behaviours.

This role description is intended to provide a broad outline of the main duties and responsibilities only. The post holder will need to be flexible in developing the role in conjunction with the line manager. The post holder may be asked to carry out any other delegated duty or task that is in line with their post.



# Person Specification

## Part One

### Knowledge and Experience

- Significant experience within a leadership role in a multi-site organisation.
- Full working knowledge of Children's Homes Regulations.
- Successful history of financial management, with responsibility for substantial budgets.
- Understanding of OFSTED Quality Standards.
- Experience planning and leading strategic initiatives.
- Able to show how to implement approaches to simplify complex processes and make efficiencies and savings.
- Substantial recent experience of business partnership, relationship and facilitation management skills gained in a similar role in a multi-functional, geographically dispersed organization.
- Demonstrable ability to quickly understand and resolve business issues and ideas, working closely with staff at all levels of the business.
- Social Work Degree/Equivalent Education.

#### *Desirable:*

- Previous experience managing a similar sized Children's Services business.
- Mental Health or Clinical knowledge.
- Experience related to merger and acquisition integration, organisational change management.
- Experience of working with Local Authority contracts.
- Understanding of UK not for profit sector.

## Part Two

### Skills and abilities

- Highly developed ability to verbally convey information to a range of audiences in a clear, inspiring and confident way to achieve desired outcomes.
- Excellent written communication skills to analyse interpret and present complex information e.g. strategies, programmes, mandates, business cases etc. in a clear and persuasive way for a wide range of audiences.
- Highly developed ability to develop and maintain relationships at board and executive levels.
- Highly developed ability to establish, develop and maintain relationships with a wide variety of people, including senior level individuals to achieve desired outcomes.
- Highly developed ability to successfully influence and negotiate with others to achieve desired outcomes.
- Highly developed leadership, management and team building skills, and working well with others as part of a team, coaching and giving support and recognising expertise in others.
- Proven ability to control and manage a budget, keeping within financial limits, monitoring and forecasting income and expenditure, identifying possible shortfalls or overspends and taking timely and appropriate action.
- Excellent organisational skills with the ability to organise and plan own work and the work of others to deliver objectives on time.
- Ability to identify opportunities and to research and evaluate their viability in order to achieve desired outcomes
- Proven ability to demonstrate initiative and creativity to achieve desired outcomes.
- Be able to display an awareness, understanding and commitment to the protection and safeguarding of young people and vulnerable adults.

#### *Desirable*

- Proven experience of working with project management methodologies.



# Person Specification

## Part Three

### Leadership style and behaviours

- A strong commitment to high standards of service delivery and customer care.
- Nimble business mind with a focus on developing creative solutions.
- Strong project reporting skills, with a focus on interdepartmental communication.
- Commitment to apply Shaw Trust's values and behaviours to all aspects of work.
- Willingness to work flexibly in approach to work and/or work time requirements.
- Have an understanding of and be able to demonstrate a commitment to Equal Opportunities and Diversity.



# Terms of appointment

<b>Duration:</b>	Permanent (subject to 6-months' probation).
<b>Salary:</b>	Circa £100,000 per annum + generous benefits package.
<b>Location:</b>	Home Based – with travel required.
<b>Head Office:</b>	Rugby, Warwickshire.
<b>Benefits:</b>	25 days annual leave in addition to bank holidays. Enhanced pension.
<b>Eligibility:</b>	This post requires a Disclosure and Barring Service check at a Basic Level.

## 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.Taylor@starfishsearch.com](mailto:Juliet.Taylor@starfishsearch.com) or [Juliet.Brown@starfishsearch.com](mailto:Juliet.Brown@starfishsearch.com) and we will be happy to arrange a call.

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

- Your CV (no more than three sides).
- A supporting statement (no more than three sides) that sets out why you think this role is the right move for you and how you meet the Knowledge and Experience criteria.

<b>Closing date</b>	Friday 16th October 2020
<b>First round interviews</b>	w/c 26th October 2020
<b>Agreement of the final shortlist</b>	End w/c 2nd November 2020
<b>References taken up for shortlisted candidates</b>	To follow shortlist
<b>Interviews with Shaw Trust</b>	w/c 16th November 2020



