



MacIntyre

Providing support...your way



Recruitment Application Pack

Adult Services

Operations Director

September 2018

Empowering people with a learning disability to live a life that makes sense to them

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Letter from Sarah Burslem, Chief Executive

Dear Applicant

I welcome your interest in the role of Adult Services Director at MacIntyre.

A copy of our current strategy along with a structure chart and our 16/17 Annual Accounts can be accessed via:

Strategy:

<https://www.macintyrecharity.org/download/file/9/>

Accounts

<https://www.macintyrecharity.org/download/file/172/>

Please do take the time to read these documents as they set out the significant breadth of what we do and our aspirations for the future.

I take this opportunity to set out the vision that I have for this role and the reasons for seeking such a candidate at this particular time. As you will see from the annual report and from our website www.macintyrecharity.org MacIntyre is quite unique in the range of provision for both children and adults. We provide education to 200 students in four schools. Three of these schools are Academies schools developed by MacIntyre Academy Trust and one is an independent special school. Rachelle Russell is the operational lead for all of our school provision and an important member of our senior leadership team.

Maria Fiddimore oversees our growing No Limits provision which delivers, in partnerships with colleges and schools, bespoke educational packages to about 180 young people with SEND who benefit from learning in alternative settings.

Emma Killick, operational director for our adult services division currently oversees the development and delivery of the range of adult services delivered to over 1,000 people across England and Wales. Our adult care provision includes supported living, outreach, registered care, Shared Lives schemes and day opportunities. The MacIntyre DNA that you will read so much about in our annual report and via our website runs through all that we do and protecting this common value base is very important to us.

There are a number of reasons why we are looking to make additions to our senior leadership team:

Firstly we have seen significant growth in all areas of the organisation in recent months and we expect our No Limits provision and our Transforming Care offer in particular to grow further in the next 12-18 months. This means that we have reached a tipping point in terms of capacity for the existing senior leadership team.



Secondly, innovation is important to us and as our strategy sets out, we are beginning to consider new ways of working. Our No Limits model is a partnership model and we are seeking to increase the number of partnerships and collaborations across other areas of our organisation particularly with user-led organisations, commissioners, community groups, housing providers and where such partnerships result in a step up in the quality of outcomes for people we support and where they enable us to meet our ambitious growth aspirations.

Thirdly, while excited by the challenges we have set ourselves, the social care sector continues to struggle financially and we therefore need all of our managers to have a detailed awareness of their local “markets” and to be up to speed with evolving commissioning models such as Accountable Care Systems in their geographical areas of responsibility. We also need all managers to be commercially astute and to have the confidence that in a geographically dispersed organisation all of our quality, compliance and financial checks and balances are robust. To achieve this we need additional skill and capacity to develop our management team.

Lastly but by no means least each geographical/operational area is very different with a number of exciting opportunities and some level of change required. Strong and visible leadership to ensure our day to day delivery reflects the common value base of the organisation. That there is a culture of continuous improvement and that we achieve the very best regulatory compliance is vital. With the recent and proposed growth as mentioned above our current leadership team are becoming increasingly stretched.

Therefore we are recruiting a second operational director who will work alongside Emma Killick, to take director responsibility for all areas of the organisation excluding our schools provision, which will continue to be led by Rachelle Russell. There is no one way to equally “split” geographical areas while maintaining an organisation wide accountability. At this stage we would like the post holder to be based from the Milton Keynes office, to take on a national portfolio of responsibilities and be prepared for significant travel. Boundaries can be flexible dependant on the skill, experience and location of candidates.

With regards to the key tasks and areas of responsibilities the successful candidate will need to:

- Feel comfortable with being a visible and “hands on” leader
- Feel an affinity with the value base of the organisation
- Be happy to undertake substantive travel
- Effectively manage and develop Heads of Operations and Area Managers, ensuring that all quality and compliance standards are met
- Develop and oversee the implementation for area by area development plans
- Develop and oversee the implementation of our growth plans
- Develop productive relationships with all stakeholders including people supported by MacIntyre and their families
- Meet with current and new commissioners (including CCGs and NHSE) and develop growth plans for each
- Undertake commercial reviews ensuring that provision remains commercially viable
- Develop opportunities (in areas of priority) for collaborative and partnership working and in particular with other providers including housing providers
- Understand the changing commissioning landscape and make recommendations for MacIntyre’s role to the board

I hope to have an initial discussion and preferably a meeting with those who express an interest and then to undertake a selection process. Can I thank you again for your interest and I look forward to future discussions with you.

Yours sincerely

Sarah Burslem



Information for Candidates

MacIntyre was established in 1966 by the parents of a child with learning disabilities. We have been delivering services for people with a learning disability and/or autism ever since. Our values and DNA are as important today as they were to our founders.

As a national charity, we provide learning, support and care for more than 1,200 young people and adults in over 120 locations across England and Wales.

Adult Services support more than 1,000 adults with learning disabilities in a range of services across the UK, registered with both CQC and CIW, including:

- Supported Living and outreach;
- Specialist supported living for people with learning disabilities who have significant behaviours of concern; those who have offended, or are at risk of offending; and/or those moving on from secure settings;
- Our Shared Lives services are delivered for adults with learning disabilities, including people with complex and chaotic lives, behaviours of concern, dementia, and end-of-life care needs;
- Lifelong Learning / Daytime Opportunities including a wide range of social enterprises:- cafes; catering companies; retail and creative art outlets; and micro-enterprises such as market gardens and clothing/craft; and
- Specialist and Registered Care and Nursing Homes

Our approach is person-centred, rigorously outcome focused, up-to-date with government policy and representative of best practice. We are ambitious for the people we support and employ and we want them to be ambitious for themselves. Integrity is as important to us as it is to you; we believe our values are given meaning through our actions and we are rigorous in reflecting on these actions and learning from them every day.

At all of our services, core teams of qualified professionals and experienced support staff are supported by a number of retained specialist practitioners who are leaders in their field of expertise, including Lead Positive Behaviour Support; Person Centred Approaches, Facilitation, and Specialist Health Advisors. These specialists support with developing learning pathways and building resilience for staff. Their technical skills and competencies support reflective learning in the workplace, and a sustainable model of support.

We have particular expertise in:

- Supporting people with significant behaviours of concern, forensic needs, and people leaving long-stay hospital/accommodation, supported by our award-winning Positive Behaviour Support team, our Lead Forensic Practitioner, and a cohort of internal Positive Behaviour Management tutors and Positive Behaviour Support Coaches.
- Supporting people with learning disabilities who also have dementia or are at risk of developing dementia. Our Dementia project, funded by the Department of Health, has developed a range of resources, diagnostic supports, and services such as Memory Cafes. Our expertise means that people with learning disabilities can now stay in their own homes as they get older instead of moving to inappropriate nursing homes and services.

Job Description – Adult Services Operations Director

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| Reporting to: Chief Executive | Date: September, 2018 |
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Key Responsibilities

MacIntyre considers the position of **Operational Director** to be one of considerable responsibility and confidentiality. The primary purpose of this Director post is to provide strategic leadership within MacIntyre, ensuring that we achieve excellence, contribute to sector learning, maintain a very positive reputation in the education and care sectors and ensure that MacIntyre is effectively run and financially sound. You will be accountable to the Chief Executive and to the Board of Trustees.

The post holder will work with and directly manage a team of Senior Managers to ensure excellent standards of service, innovation and continuous improvement.

The post holder must be able and willing to undertake regular travel within the UK and hold a current driving licence. They will be required to work flexible hours including evenings, bank holidays, and weekends (as and when required).

Core Tasks

Accountability to the people we support

- Work in accordance with MacIntyre's Mission, Promises, DNA, Person Centred and Great Interactions approaches, People+ programme and other programmes as appropriate.
- Support the delivery of effective and efficient personalised services for people with a learning disability or autism.
- Involve the people we support and their families in developing and shaping new and existing services using the principles of co-production.
- To ensure that people we support and their families are treated with respect, dignity and equality.
- To safeguard and promote the welfare of the people we support.
- To adhere to MacIntyre's policies and procedures.

Accountability to yourself

- Be personally responsible for the standard and quality of your practice.
- Be responsible for your personal and professional development, undertaking learning and development activities which support your continued professional development.
- Participate in regular supervision sessions and annual appraisals, and undertake agreed actions.

Accountability to Staff Team (*including relief staff, volunteers and student placements as appropriate*)

- To act as the appointing officer up to and including Head of Operations level.
- To be responsible for Disciplinary and Appeal hearings for staff up to and including Director and Head of Operations level.
- To ensure that each team member has regular support, supervision and an annual appraisal.
- To be accountable for the standard of practice across all teams.
- Organise and communicate effectively with key operational and other support staff.
- Promote the health and safety of the staff team in line with MacIntyre's Policy for Health, Safety and Welfare at Work.
- To review regularly the level of achievement of the region, teams and individuals against plans, budgets, objectives and standards.

Accountability to the Organisation

- To be responsible for the quality of stakeholder relationships.
- To ensure that MacIntyre contributes to the development of new ways of commissioning and new models of delivery.
- To ensure that our “brand” is promoted across all stakeholder groups and that our reputation as a lead provider is maintained.

Main Tasks

- To work as a member of the Director team, contributing to and advising on the leadership and management of the organisation and supporting Trustees in the development of policy and its implementation.
- To develop, implement and manage performance in respect of strategic and business plans and budgets, taking appropriate action and reporting as required.
- To ensure the provision of timely, accurate and relevant information, advice and guidance on all workforce matters to the Trustees and Director Boards.
- Improve outcomes for the people we support through a focus on further implementation of outstanding practice.
- Continue to build on and improve leadership skills and capability across all operational and support functions.
- To win more business for MacIntyre, increasing income and implementing new services cost effectively.
- Maintain disciplined commercial management throughout the Division.
- Manage risk proactively and ensure local and effective safe systems of work.
- Continue to improve the effectiveness of the Division through ‘de-cluttering’ our administrative processes, improving IT and working in a smarter way.
- To improve our value for money by working more flexibly with parents, partners and paying customers
- To lead the development and delivery of a broad range of change and organisational development initiatives which support the implementation of MacIntyre’s vision and values.
- Keeping abreast of current sector policy and practices and ensuring implementation of same as and when required.
- Ensure the implications and requirements of legislation affecting services for adults are identified, interpreted, disseminated and met.
- Implement service changes as new policies and legislation are introduced ensuring appropriate systems of performance and development, communications, quality measures, monitoring and review are in place
- Monitor and evaluate our adult services, regularly reporting at a senior management level on performance, identifying gaps in services and making recommendations on how to improve upon or develop new areas of service delivery
- To carry out other tasks as directed by the Chief Executive in line with the level of responsibility of the post of Operational Director.

Person Specification: Operations Director

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| <p>Abilities and Skills</p> | <p>The key competencies are set out below. Please refer to the detail of the competency framework:</p> <ul style="list-style-type: none"> • Leadership • Change management experience • Improving service quality • Managing external stakeholders • Managing your team effectively • Maintaining commercial disciplines • Your personal development |
| <p>Education, Knowledge and Experience</p> | <p>Essential</p> <ul style="list-style-type: none"> • Senior management level experience in a health or social care setting (minimum of five years). • Commercially astute with a thorough understanding of business planning and development processes and an ability to identify corporate priorities. • Graduate or equivalent education. • Be skilled in facilitating and encouraging collaboration amongst team members, and of motivating teams to maximise performance. • Excellent oral and written communication skills; able to communicate effectively with diverse groups of colleagues, people using our services and other stakeholders. • Highly numerate; able to quickly analyse and interpret numerical information. • IT Skills and the ability to use MS Office products effectively. • Experience of leading/directing quality improvement strategies and oversee 'turnaround' services <p>Desirable</p> <ul style="list-style-type: none"> • Knowledge of relevant statutory legislation e.g. Health and Safety, Protection of Vulnerable Adults, Safeguarding, Data Protection • Proven ability to manage across a wide geographic area. • Knowledge and experience of working in a Charity in the Health and Care Sectors • Experience of reporting at Board and/or Trustee level. |
| <p>Personal Characteristics</p> | <p>Essential Criteria</p> <ul style="list-style-type: none"> • Personal integrity and credibility • Be personally effective, professional, quickly establishing personal credibility and demonstrating expertise. • Highly motivated, resilient, hard-working and capable of handling a varied portfolio of work. • Ability to cope with a demanding workload, managing time and priorities effectively to achieve results. • A commitment to the implementation of MacIntyre's Equal Opportunities Policy. • A belief that all people, children and young people with learning difficulties and/or disabilities and their families can participate fully in making decisions about the services they receive |

Competencies: Operations Director

| Competency | Definition |
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| Leadership | <ul style="list-style-type: none"> • Develops and implements business strategies that deliver business success • Analyses and interprets complex information and prioritises with confidence • Adapts own influencing style according to the audience and context and expertly negotiates in complex situations to achieve successes. • Creates and leads a culture of high performance and accountability. • Displays resilience and takes a rational approach. |
| Change Management Experience | <ul style="list-style-type: none"> • Leads and manages large scale projects • Recovers projects in challenging situations • Organises and prioritises own work and the work of others • Seeks and encourages ideas, improvements and measured risk-taking to deliver better approaches and services. |
| Improving Service Quality | <ul style="list-style-type: none"> • Supports the delivery of outstanding practice and progressive services and personalised solutions successfully to people with learning difficulties • Sets and achieves high quality standards for every aspect of work for which they have responsibility |
| Managing external stakeholders | <ul style="list-style-type: none"> • Establishes a strong network of contacts to develop new business • Effectively influences a wide range of audiences • Sells a range of services to existing and new clients |
| Managing your team effectively | <ul style="list-style-type: none"> • Develops high performing teams • Delegates effectively • Values diversity and uses it to enrich decision making • Regarded highly as a coach and mentor |
| Maintaining commercial disciplines | <ul style="list-style-type: none"> • Plans and organises action to respond effectively to business issues • Manages successfully the delivery of a significant business area • Sound financial and resource management skills • Experienced negotiator |
| Your Personal Development | <ul style="list-style-type: none"> • Personal integrity, with a commitment to openness, inclusiveness and high standards • Is committed to self-development and has implemented a personal action plan to achieve a leadership position • Has self-belief and self-awareness and understands own emotions, strengths and limitations |

Terms of Appointment Adult Services Operations Director

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| Salary: | £72,000 dependent upon experience |
| Pension: | Contribution of up to 7.5% of basic salary to MacIntyre, Group Personal Pension |
| Car Allowance: | £5,000 per annum |
| Head Office Location: | MacIntyre 602 South Seventh Street Milton Keynes MK9 2JA |
| Hours of work: | 35 hours per week |
| Annual leave: | 30 days plus bank holidays. |



Application Process Adult Services Operations Director

Thank you for enquiring about our Adult Services Operations Director's position. We are pleased that you are considering working at MacIntyre in this senior leadership post. If you would like to have a discussion before applying please do not hesitate to contact Sarah Burslem, Chief Executive via her PA, Shona Murray on 01908 230100 to arrange a telephone appointment.

To apply please provide the following:

- A supporting statement of no more than 2 sides of A4 which demonstrates how you meet the requirements as set out in the job description, competencies and essential and desirable criteria.
- Comprehensive Curriculum Vitae.
- Details of 2 professional referees.

Please apply using one of the following methods:

- By post to:

Sarah Burslem
Chief Executive
MacIntyre
602 South Seventh Street
Central Milton Keynes
MK9 2JA

- By email to: director@macintyrecharity.org

Key dates:

- Closing date for applications 10th October, 2018
- First Stage Interviews will take place 22nd or 23rd October, 2018

Please state in your application whether you have any commitments during the interview periods that may coincide with these dates.

We value your consideration and time taken to apply for this position and therefore all candidates will be advised if they have not been successful at the end of this process.

If you have any queries or require any further information, please do not hesitate to contact Shona Murray, PA to Directors on 01908 230100.

We look forward to receiving your application.



MacIntyre

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www.macintyrecharity.org