

Head of Support Recruitment pack



This is an exciting time for Hafod, we've recently celebrated our 50th anniversary and are continuing on our change journey to integrate our core services. We began in 1968 as Hafod Housing Association and in the early days had 300 properties in Cardiff, seven colleagues and a turnover of £100,000. Today, we work across nine local authority areas in Wales and help over 16,000 people each year.

We are one of the leading providers of housing, care and support in South Wales. We employ over 1,300 colleagues and have a turnover in excess of £55 million. Over the last 12 months we have embarked upon an organisational change programme to ensure we are ready to meet the challenges facing our communities both now and in the future.

Our change journey is transforming how we work and will enable us to make lives better for more people. It will help us achieve our vision to integrate our housing, support and care services and improve the quality of life and well-being of our customers and communities.

We are delighted that you are considering joining our team and hope that this pack will give you an insight into what you can expect with us.

Yours sincerely,



Jas Bains



Jas Bains
Chief Executive

Making Lives Better

Welcome

This really is an exciting time to join us in a senior role.

As one of the leading providers of housing, support and care in South Wales, we offer a diverse range of services and homes, helping over 16,000 people each year across nine counties and four health boards

At Hafod, our vision is to make lives better for our customers and communities. We are focussed on caring for the future, and the integration of housing, support and care services in order to realise neighbourhoods that are truly fit for the 21st century.

In the recently formed Housing and Support Service, we are in the process of modernising and transforming the way we work. We want to ensure that we invest in people, maximise strengths and help our customers and communities realise their dreams.

We are looking for two inspirational and creative Heads of Service to join our Senior Management Team. We are looking for individuals who will be able to lead and motivate others, whilst also embracing and progressing positive organisational change.

If you are a strategic thinker, solutions focussed and passionate about delivering excellent housing and support services within a partnership environment, this may be the ideal opportunity for you.

Inside this recruitment pack you will find an overview of Our Strategic Plan 2019-2024 that helps provide further information on our journey, and we are delighted that you are considering joining us.

Yours sincerely,



Elke Winton



Elke Winton
Operational
Director - Housing,
Support and
Development

How we will transform housing, health, social care and support to improve well-being



Placing customers at the heart of everything we do

How will we do it?

Implement our new customer charter, which sets out the more reciprocal relationship we want with our customers and how we will work differently to help people and communities to achieve their goals

Create new forms of involvement in the way our services are designed and delivered

Change the way we work with our customers recognising their strengths and assets and intervening early to improve outcomes



Maintaining our financial strength

How will we do it?

Ensure strong and robust financial management across the business with appropriate systems and controls to monitor and report

Promote an effective procurement strategy to reduce running costs and reinvest in our services

Introduce 'golden rules', which set parameters for our financial decisions and make our intentions clear to our partners and stakeholders



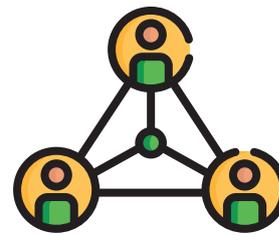
Investing in our people

How will we do it?

Improving terms and conditions and providing our colleagues with benefits that enhance their work and personal lives

Ensuring we have the right leadership, structures, talents and capabilities in place to achieve our strategic objectives

Offering high quality and stimulating development opportunities through academi Hafod, allowing colleagues to develop skills in line with their ambitions and ensuring Hafod is recognised for its excellence in work-based learning



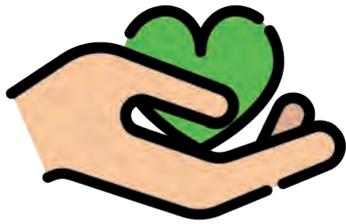
Strengthening our governance

How will we do it?

Embed robust governance in all aspects of our business and constantly review its effectiveness through internal and external mechanisms

Continue to evolve and develop our governance structures and expertise to meet the needs of a changing business and the expectations of our regulators.

Ensure the leadership of the organisation is well equipped and skilled, in order to make decisions in the best interests of our customers



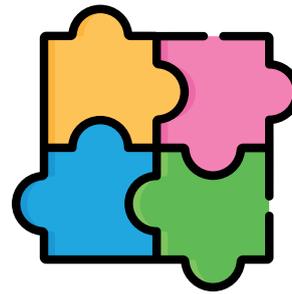
Investing in Care

How will we do it?

Maintain our excellent compliance and quality ratings across all our services, incorporating new practices, methods and technologies

Balancing our care offer to social and private residents and invest in our care estate to ensure the ongoing viability of our services

Working with our key stakeholders to understand future requirements and develop sustainable services to meet rising demand and improve people's experience of care



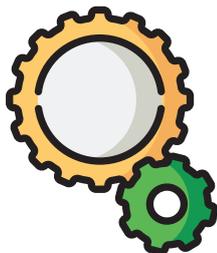
Integrating our housing, health, social care and support

How will we do it?

Working with our partners to design seamless services that support people through different stages of their lives

Committing to reconfiguring existing services, as well as developing new services in new settings through new partnerships

Embracing technology and innovations in home-building and service design to improve health, well-being and independence



Maximising our resources

How will we do it?

Using our economic influence to maximise the value of the Hafod pound, through better procurement, local employment and supporting skills development in communities

Review key systems, upgrade our infrastructure and re-design our services and processes with an emphasis on digital transformation

Grow our data science capability and establish a programme of innovation and research to focus on key business areas and challenges



Investing in Housing

How will we do it?

Encouraging personal ownership, accountability and local innovation through our Neighbourhood Coaching model

Reinvestment of surplus into the supply of new homes and services to meet changing needs.

Investing, wherever possible, in local regeneration and exploring innovative construction methods to reduce our carbon emissions

Job description

Job Title Head of Support

Responsible to Operational Director - Housing, Support and Development

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Main purpose of the post

Leading the operational management of our supported housing services and teams in line with our strategic plans to meet the needs of our customers and communities

Leadership

- Promote and lead a culture of continuous improvement and the long term commercial success of the organisation, through effective leadership and coaching, clear operational direction, planning, management and governance
- Deliver our Strategic Plan and other business plan objectives as directed
- Foster innovative, collaborative and positive partnerships in order to meet common goals
- Deputise and represent the Director of Housing, Support and Development on support matters, and be a key member of the active Senior Management Team
- Lead, develop and implement our priority projects, policies and plans on target and within resources
- Proactively align housing related support and supported accommodation with housing, care and health services
- Foster innovation, collaboration and positive partnership working in order to meet common goals.
- Responsible for providing proactive leadership, motivation and operational management of our supported housing/housing related support services and teams
- Provide and communicate housing support management information, messages and statistics in a variety of formats, including presentations, reports, and attendance at relevant fora

People management

- Support the development and management of your team, including the team's professional standards, learning and development and performance, offering coaching and mentoring as required
- Contribute to the recruitment, appointment, and induction of colleagues
- Manage and support colleagues in line with our people policies and procedures including absence management, performance management, and disciplinary issues
- Promote and support effective team working through good communication and regular team meetings
- Identify both individual and team learning and development needs and plan to meet these in conjunction with learning and development plans

Supported accommodation and housing related support services

- Oversee and manage supported accommodation and floating support services for different vulnerable groups that maximises independent living, well-being and positive outcomes
- Ensure that responsive generic and specialist housing related support is available to users in accordance with support assessments, support plans and eligibility criteria.
- Promote and record independence, health and well-being for tenants and service users in accordance with the Supporting People Outcomes Framework.
- Ensure landlord functions are undertaken in line with legislation and agreed partnership working
- Ensure that current and former tenant arrears and property voids are controlled and minimised
- Responsible for risk assessment and safeguarding functions and be able to attend relevant strategic case conferences and multi-agency meetings
- Keep abreast of housing and homelessness legislation
- Ensure that all schemes and projects are managed safely and effectively in accordance with policies and procedures
- Develop and update policies and procedures in line with best practice and trauma informed approach
- Provide assurance on risks within support services

Financial control

- Maximise income generation opportunities, and embed efficiencies, cost avoidance and demand management into daily service delivery
- Identify and scope suitable contract and grant tender opportunities and lead on bid preparation and delivery
- Conversant with the welfare benefit reforms and ensure support related linked risks are identified and mitigated
- Exercise financial control via regularly monitoring performance and expenditure against budgets, supporting the preparation of annual budgets; and identifying cost effective service improvements

Growing our services

- Mainstream the psychologically informed environment approach into housing related support service and scheme delivery
- Promote active customer engagement and collaboration
- Regularly review performance and business intelligence information
- Enhance the profile of Hafod in respect of its housing and support work
- Develop and implement suitable housing related support performance and risk frameworks and report accordingly
- Regularly review performance and business intelligence information

- Ensure building community resilience and sustainability is mainstreamed into housing related support policy and practice

Working relationships with others

- Develop positive professional operational relationships with relevant statutory, third and private sector agents and organisations
- Work proactively, sensitively and intelligently with partners in relation to service referrals, support needs assessments and move on arrangements
- Work in partnership with stakeholders, local and national partners to meet individuals' and community needs
- Undertake intelligent contract, performance and change negotiations with commissioners, procurement and partners
- Ensure suitable contractual, service level, management arrangements and specifications are in place with partners, and are kept up to date, monitored and reported on
- Work closely with local authorities to accommodate homeless households and help prevent homelessness
- Build positive partnerships, joint ventures and collaborations with local authorities, health boards, the third sector, private landlords and Welsh Government

Audit

- Ensuring effective processes are in place and are followed, reviewing them as required in line with internal or external changes
- Ensuring colleagues are aware of their responsibilities and able to competently carry out their responsibilities relating to, auditing, maintaining accurate records and document control
- Adopting an audit ready approach at all times to ensure minimal disruption when undergoing an audit
- Work effectively with both internal and external auditors and other advisors to ensure that recommendations and actions arising from audits are monitored and actioned

Service transformation

- Consistently adopt and exemplify an assets, strengths and solutions focussed approach in the working environment
- Proactively align support services with housing, care and health services
- Proactively identify and participate in service transformation initiatives including, systems and infrastructure redesign, digitalisation and other technological advances
- Ensure services and reporting complies with Welsh Government Housing Support Grant terms and conditions and Supporting People Guidance
- Develop and co-ordinate excellent service standards to be applied consistently across teams and services

- Keep service provision up to date and innovative in both delivery and funding developments
- Ensure suitable mobilisation arrangements are developed and delivered for new services and contracts
- Modernise supported housing and housing related support services to ensure positive outcomes for tenants, customers and wider communities

General

- To co-operate with Hafod in complying with relevant health and safety legislation, policies and procedures in the performance of the duties of the post
- To behave in accordance with the company's Values
- To maintain confidentiality and observe data protection and associated guidelines where appropriate
- To ensure compliance with Hafod's policies and procedures at all times

The duties in this job description are not exhaustive and may be altered at any time to reflect the changing needs of the Organisation

This post is subject to disclosure as provided by the disclosure and barring service, an executive agency of the home office

Disclosure is a means for the organisation to check the background of job applicants to ensure that they do not have a history that would make them unsuitable for posts

The organisation will only request disclosure from those that have been offered employment

Qualifications, knowledge and experience

- Educated to degree level or extensive experience in senior housing/support management
- Degree in housing /social care*
- Experience of working in a housing related support setting
- Knowledgeable on Welsh Government Supporting People policy and supported housing
- Experience of leading and managing teams productively and effectively
- Knowledgeable on methods of project management, performance and risk frameworks
- Experienced at successfully developing/ implementing new services, projects, schemes and plans
- Knowledgeable on the different models of housing related support and the links with care services
- Experience of sound budget and financial management
- Management qualification*
- Experience of working with vulnerable groups to achieve positive outcomes
- Experienced at delivering service improvements with the involvement of stakeholders
- Experience of securing external funding*

Skills and abilities

- Concise thinker with sound judgement and able to make reasoned decisions
- Able to manage and lead organisational change
- Able to translate vision into organisational policy and practice
- Skilled at identifying and building positive partnerships with results
- Customer and outcomes orientated
- The ability to lead, empower and develop colleagues
- Strong team leader
- Organised with excellent time management skills
- Able to operate well in a pressured environment and manage others accordingly
- Skilled at negotiation and influencing others
- Committed to equality of opportunity
- IT literate and adept at learning and developing new software systems and other methods of digitalisation.
- Able to recognise opportunities to modernise and transform services and put into motion

Interpersonal skills

- Able to demonstrate emotional intelligence
- Excellent verbal and written communication skills
- The ability to empower colleagues and service users/customers
- Able to interact effectively with both internal and external stakeholders
- Empathetic and intuitive
- Confident and able to work intuitively
- Innovative and a creative thinker
- Committed, enthusiastic and motivational

Other requirements

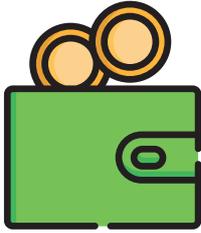
- Flexible with an ability to work outside normal office hours
- Full valid driving licence and use of a vehicle
- Able to participate in the Out of Hours on call service

*Points marked with an asterisk are desirable rather than essential

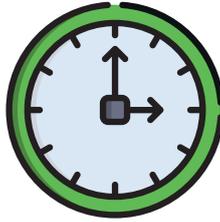
Team Structure



Working with us



A Salary of
£55,0000
per annum



36 hours per week



Join a socially conscious
not for profit organisation



28 days annual leave plus
bank holidays - increasing with
length of service



Employee Assistance
Programme (EAP) and well-
being resource available 24/7



'Perks' – a range of shopping
and activity discounts and
cashback options



Pension contributions of 8%



Free parking at
St Hilary Court



Develop with our
academi



Family Friendly

We pride ourselves on being a family friendly organisation, recognising that obligations outside of work are really important and balancing work and family commitments can sometimes be a challenge

We offer a range of flexible working opportunities from day one of your employment with us

How to apply

You can apply for our Head of Support role at hafod.org.uk/work-with-us The application form will consist of the following:

- covering note or supporting statement
- space to upload your CV
- equal opportunities monitoring

All applications will go through a shortlisting process. Here is an overview of what to expect:



If you would like further information about this opportunity please contact Jade Peplar at jade.peplar@hafod.org.uk

The closing date for this role is Monday 10 August
The interview date will be: Thursday 20 August

We reserve the right to close this vacancy early should sufficient applications be received

We encourage early applications to ensure consideration

