

## **JOB DESCRIPTION – Operations Manager, Outreach**

**Reporting to:** Director of Operations

**Salary:** £46,314.00

**Location:** Twickenham, London

**Hours:** Full time, 37.5hrs, Monday – Friday

### **ABOUT US**

We are SPEAR, a charity dedicated to helping homeless people across five South West London boroughs to find secure accommodation and work towards a positive future. For almost 35 years, we've worked tirelessly to support homeless people to recover from their personal issues and break down the barriers that they face. We recognise that homelessness is much more than just a housing issue, so we provide a range of accommodation and support services to help people reach their full potential.

### **PURPOSE OF JOB**

To be responsible for the successful delivery of SPEAR Integrated Outreach services, ensuring that all of the service models are delivered to contract requirements, working with commissioners and stakeholders to develop and deliver rough sleeper services in the region. Ensuring that all rough sleeper outreach services deliver good quality services that meet the needs of people rough sleeping in the region.

To deliver the services in line with national and local policy objectives, working with best practice to deliver holistic outreach based rough sleeper services. The role will develop the services to meet all contract requirements and also meet the objectives of the organisation's business plan.

To lead a team of outreach service leads to deliver excellent services to people sleeping on the street and to deliver a model of staff development and support to sustain a high quality of service delivery, working to achieve the best outcomes for all service users.

### **DUTIES**

#### **1. TO LEAD AND MANAGE TEAMS**

- Take the lead in the recruitment and selection of new team leaders and outreach staff.
- Ensure that all new staff are given a structured and robust induction.
- Ensure that all staff within the service remit are inducted and supported to implement the organisations policy and procedures.
- Ensure that the team development of existing staff using the annual appraisal and structured monthly supervision sessions to identify performance issues or areas or improvement.
- Develop performance targets and quality control measures for the work of the teams, and monitoring team members' work together to ensure that these are met.
- Supporting staff by setting clear objectives and holding individual supervisions regularly.
- Ensuring good communication between staff by holding team meetings regularly, and additional borough briefings as necessary.
- Work with the team leaders to manage the workload of the team to ensure that adequate cover for the services is provided at all times.
- Ensuring the health and safety of team members. This will include lone working and implementing procedures for office safety and use of IT equipment.

- Defining and where necessary redefining the roles of staff to ensure these support the function's aims and objectives of the services.
- When required, to operate using the SPEAR disciplinary and grievance procedures.

## 2. STREET OUTREACH SERVICES

- To at all times have an accurate picture of the number of people sleeping rough in the borough and the locations where it is believed they are sleeping.
- To support team leaders to develop shift patterns and practices that reflect the rough sleeping habits that may exist. This will include working early mornings and or late nights as required.
- To support your team leaders to ensure that their teams make contact with people potentially sleeping rough and work in a proactive way to reduce the time a person is rough sleeping.
- To ensure the teams record rough sleeping verification records and develop a pro-active working relationship with those individuals found to be street homeless.
- Ensure services accurately assess the needs of verified rough sleepers in your area.
- To actively monitor CHAIN records, ensuring that contact and assessment is recorded in accordance with the CHAIN recording guidance.
- Monitor the StreetLink referrals, review on regular basis to ensure the services are performing to a good standard.
- To organise and manage Street Counts throughout the Boroughs in which the service is delivered.
- To work effectively with the relevant local authorities to provide emergency responses to the activation of Severe Weather emergency Protocols.

## 3. ASSERTIVE CASE MANAGEMENT

- To ensure your team leaders maintain a caseload of clients, offering assertive, consistent and ongoing support until they are in a position to be able to move from the street into accommodation or reconnection services.
- To ensure that each team holds regular case reviews are carried out within structured timescales and that support plans are implemented and are of consistently high quality case notes are recorded on CHAIN.
- To assist the team leaders to develop the role of the rough sleeping navigators in the teams where appropriate.
- To ensure appropriate referrals are assessed in consultation with the staff team.

## 4. PARTNERSHIP WORKING

- To maintain constructive working relationships with other service providers, businesses and community groups in the borough and proactively promote awareness of the Service.
- Develop local intelligence on the stakeholder offer in each borough.
- Lead in the partnership work with statutory and non-statutory services – establishing a lead role for the organisation in local partnerships and collaborations.
- In the event of non-engagement with Outreach/Support services or consistent engagement in negative street activities, to work collaboratively with enforcement agencies.
- To work productively with commissioners, by being confident in borough led knowledge about each service and being the lead manager for service deliver in each locality.

## 5. SERVICE GOVERNANCE

- Manage and deliver the service in line with contract requirements and sub-contracting arrangements and actively participate in promoting the service through performance data, client case studies and examples of best practice.
- To utilise the CHAIN database fully as both an outcome measurement tool and case management

system and to performance manage staff through reports, ensuring data is entered accurately and within deadlines.

- To respond efficiently and rapidly to any contract changes or new sources of service funding.
- To encourage full attendance and participation in regards to staff supervision and appraisals, case conferences, case reviews, contract monitoring and training pertinent to the role.
- To keep accurate records in line with the organisation's policies and procedure – ensuring that service lead are managing staff and services within the guidance of the organisations policy framework.

## 6. GENERAL

- Adhere to SPEARs policies and Procedures at all times.
- Cover for other members of the team when necessary.
- Be proactive in reviewing and evaluating own performance and identifying and acting upon areas for improvement and development.
- Undertaking, as required, any other duties compatible with the level and nature of the post and/or reasonably required by more senior members of staff.
- Attend and participate in team meetings and other meetings as required.

## PERSON SPECIFICATION

**At SPEAR, we welcome and encourage applications from everyone, regardless of age, disability, gender, ethnicity, religion and sexual orientation. We are facing diverse problems, so need diverse people to tackle them.**

### EXPERIENCE

- Extensive experience of managing and developing rough sleeper outreach services – working at a high level with commissioning bodies to design, implement, develop and deliver high performing outreach services.
- Experience of delivering contracts that contain Social Prescribing or Social Impact Bond models – experience of payment by results reporting. An understanding of personal budgets to maximise outcomes for rough sleepers, able to demonstrate a good track record of financial and budget management.
- Experience of data management and analysis – able to create service level agreements, performance plans, contract reports and quality assurance processes (leading on safeguarding). Able to demonstrate data management skills this will include analysis of contract performance and acute understanding of quality assurance processes for both services and staff
- Experience of motivating complex and diverse staff groups, experience of managing multi-disciplinary teams across multiple locations. Able to demonstrate good knowledge of HR processes to manage staff effectively by working to policy and procedures.

### SKILLS, ABILITIES AND KNOWLEDGE

- Demonstrable knowledge of the rough sleeping sectors practice of outreach models and interventions

- Evidence of being highly motivated and able to understand the context of national policy and impart this into local delivery
- Ability to work as part of a management team and to initiate and maintain effective working relationships with colleagues, clients, stakeholders, local communities and external agencies.
- Demonstrable ability to record and report work to a high standard, using IT systems proficiently and experience of delivering presentations and workshops. Using data to analyse service performance and quality assurance – hold highly skilled report writing and good understanding of quality assurance processes to manage performance.
- Knowledge of the legislative environment regarding rough sleeping, this will include in-depth knowledge on the Housing and Homelessness Reduction Act, the Care Act 2014
- An ability to supervise and motivate a staff team and to support and coach skilled outreach practitioners and volunteers.
- To be a demonstrably strong leader. To lead from the front and at all times be a great example to the team.
- This post holder is expected to travel inside and outside of the borough at times and participate in the Operational Management Team.
- Have a genuine interest in and commitment to the SPEAR work and client group.
- An understanding of and commitment to diversity & equality.
- Willingness to work flexibly in response to changing organisational requirements.

## VALUES

### **Working together**

We work alongside service users, partners, staff and volunteers to provide services that meet the needs of the people we help. Together we overcome challenges.

### **Aspirational**

We aim high, aspiring to achieve the very best outcomes for our clients. We see potential in everyone and encourage our staff and clients to achieve their own goals, dreams and ambitions. We aspire to the highest standards of professionalism.

### **Respectful**

We respect everyone, regardless of their background or circumstances. We view everyone as an individual with their own personal journey. We always listen to and value people's views.

### **Determined**

We work tirelessly to support people experiencing homelessness to recover from their personal issues. We break down the barriers people experiencing homelessness face.

**Visionary**

We try new and innovative ways to provide long-term solutions and reduce the isolation of homelessness. We are always willing to take a new approach, learning from what works (and what doesn't) and use this to guide our work.