

## Job Details

# Homelessness Services Manager

## Turning Tides

Turning Tides is a community led homelessness charity operating in Worthing, Littlehampton, Horsham, Mid Sussex and surrounding areas. A group of local Christians established the charity in 1992 as Worthing Churches Homeless Projects (WCHP) to help those sleeping rough in Worthing. Currently Turning Tides employs over 160 staff and 300 volunteers, helping hundreds of people, providing a wide range of services to support them towards a sustainable, fulfilling life within the community.

Turning Tides operate a range of projects/functions:

- **Hub and Outreach Services**
  - St Clare's Community Hub (Worthing)
    - Hub for multi-agency Rougher Sleeper's Team
    - In reach drug and alcohol and physical health clinics
    - Range of groups such as women's group, art, IT Junction and similar
    - Community Inclusion Team
    - Advice and Assessment Team
    - Outreach, move on support and reconnection
    - Food/clothing donations coordination
  - Littlehampton Community Hub
    - Advice & Assessment team
    - Community Inclusion team
    - Breakfast Club
    - Outreach Worker across Arun
    - Groups such as Skills workshops, Arun District Council Housing Drop in, Foodbank, and dedicated women's group in partnership with Safe in Sussex
  - Horsham and Mid Sussex Services
    - Outreach Manager
    - Outreach Workers
    - Support Coordinators
    - Community Inclusion Workers
    - Mental Health Coordinator
  - Wellbeing Liaison Team
    - Wellbeing Liaison Team Manager
    - Counselling coordinator
    - Homelessness staying well worker
    - Mental Health Support worker x2
    - Homelessness Social worker x2
    - D2A worker
  - Community Links Team
    - Community Links manager

- Support coordinators
- Substance Misuse worker
- Substance Misuse and Wellbeing Worker
- HARP coordinator
  
- Housing First Team
  - Housing First Manager
  - Housing First Workers
  
- **Lyndhurst Road Accommodation Service (Worthing)**
  - 34 bed emergency/assessment service
  - 24/7 double cover staffing
  - Shared office space for local statutory and Voluntary services
  - Harm minimisation and Psychologically Informed Approach
  
- **Recovery Project (Worthing)**
  - 28 bed CQC Registered Tier 4 substance misuse service
  - 24/7 staffing, double day and single night cover with waking night workers
  - Social Work Co-ordinator
  - Abstinence and harm minimisation
  
- **Byron and Manor Road Hostels (Worthing)**
  - 15 bed complex needs
  - 24/7 staffing, double day and single night cover with waking night workers
  - 14 bed move on hostel
  - Abstinence and harm minimisation
  - Psychologically informed approach
  
- **Move On Housing (Worthing, Littlehampton, Horsham and East Grinstead)**
  - 18 houses for move on and long term housing
  
- **Community Fundraising Team**
  - Organising regular fundraising events throughout the year.
  - Increasing our donor database
  - Delivering talks about the work of Turning Tides
  - Securing fundraising income as required to protect the provision of services
  - Educating the local community about homelessness
  
- **Co-ordination of 250+ Volunteers**
  - Mentoring and Befriending Scheme
  - Corporate Volunteering

Turning Tides remains determined to end local homelessness - a reality that can only be achieved through finding shared purpose with clients, other services and the wider community.

For further details go to [www.turning-tides.org.uk](http://www.turning-tides.org.uk)

## Homelessness Services Manager Job Background

This is a rare and exciting opportunity for a resilient; skilled; highly motivated and passionate manager to shape our new service in Horsham - the first of its size and scope in the area and with the advantage of substantial grounds and communal areas.

Providing high support accommodation, with options for tailored, specialist provision; onsite activity and multiagency support, this new service will be a genuine place of opportunity. You will lead a newly established team to develop, evaluate and adapt the service to meet the unique needs and aspirations of clients, including those who are actively using substances, have a dual diagnosis or mental health conditions or have experienced multiple exclusions from services.

We work closely with the local authority with the aim of ending the need to sleep rough or use insecure or temporary accommodation. We offer a personalised approach to work with people to manage risk and reduce associated harm from substance use and multiple exclusion. This accommodation will provide a vital opportunity to each individual, to provide a path away from homelessness.

Turning Tides is committed to developing psychologically informed environments that encompass key concepts of this approach, including 'elastic tolerance;' and strengths-based working. As such, candidates must be able to demonstrate their ability to work flexibly and creatively to create a culture that supports these values.

With the support of the Head of Operations and the Deputy Head of Operations you will ensure that the service is financially secure, delivered safely and effectively and meets all relevant legislative and safeguarding requirements. This includes the delivery of robust and effective systems, while driving the continued growth and sustainability of this service.

You will have a proven track record of successfully delivering high quality services coupled with the ability to mentor and coach teams and the ability to work at a strategic level.

As the service manager you will be expected to take part in our paid on-call managers' provision.

## Key Terms and Conditions

|               |  |
|---------------|--|
| Hours:        | 37.5 hours per week, predominantly Monday-Friday, with some flexibility to work evenings and weekends as necessary, plus participation in on-call rota.                                    |
| Pension:      | All eligible staff will be auto-enrolled into a stakeholder pension scheme offered by Royal London upon commencement of employment. Upon auto-enrolment staff will receive a welcome pack. |
| Contract:     | Permanent  |
| Annual Leave: | 25 days increasing 1 day per year up to 28 days (not including bank holidays).   |

## Summary of the Role

You will lead a newly established team to develop, evaluate and adapt the service to meet the unique needs and aspirations of clients, including those who are actively using substances, have a dual diagnosis or mental health conditions or have experienced multiple exclusions from services.

You will ensure a personalised approach to work with people to manage risk and reduce associated harm from substance use and multiple exclusion, ending the need to sleep rough.

You will contribute to the strategic development of this service and the organisation at a time of growth and expansion.

## Reporting to

Deputy Head of Operations

## Location

The role will be based in Horsham. Some flexibility may be required on occasions to provide support across other services in the region, in order to ensure continuity of delivery across all our services and to support a joined up cohesive approach.

## Key Responsibilities

### Strategic

- Contribute to the overall strategic planning process and deliver service specific goals set out in Turning Tides business and organisational plans.
- Support the development and implementation of an effective strategy for the service that compliments and contributes to the overall organisational strategic plan. Identifying opportunities for growth and improvement within your own service.
- Build relationships across the sector, learning from and encompassing best practice within your services in order to achieve the highest quality of service provision.
- Work in collaboration with Turning Tides management and staff teams to ensure a cohesive and client centred approach throughout all of our services.
- Support the development of services across Turning Tides, with the potential of an expanding portfolio.

### Operational

- Plan, direct, coordinate and develop service provision within your service, while ensuring strong working links with other Turning Tides services and external agencies.
- Improve performance, productivity, quality and efficiency through the implementation of effective change management strategies.
- Ensure financial viability and best value for money within your service and hold budgetary responsibility under the Deputy Head of Operations for the overall performance of your service.
- Ensure service develops, grows and thrives reflecting the best practice in the field, bringing in external services and partner agencies to work creatively to do so.
- Achieve the highest quality of standards and safety within your service.
- Develop an integrated approach with other Turning Tides services with a consistent approach to the implementation of policies and best practice.
- Ensure that all reporting requirements are met, and that data is robustly and consistently developed in line with organisational and funding requirements.
- Oversee the rota, cover and relief arrangements to ensure 24-hour, wraparound provision.

#### Development/Innovation

- Work in close partnership with key stakeholders within West Sussex, including other voluntary and statutory sector services, to promote and deliver and achieve the best outcomes for our clients.
- Ensure PIE (Psychologically Informed Environment) and co-production are embedded within everything that we do.
- Implement a dynamic approach that embraces change and innovation, with specific emphasis on utilising the space and assets of the site and grounds.
- Develop the service in a way that we become the provider of choice through the provision and development of innovative, best value for money approach that is embedded within and meet the needs of our local communities.
- Work closely with the Development and Quality department to ensure the highest quality of service delivery while supporting the implementation of new models of working.

#### Risk Management

- Ensure all processes are robust and compliant with all legislative and organisational requirements.
- Ensure all relevant risks are identified and managed appropriately.

#### Financial Management

- Supporting the development of budgets and ensuring financial robustness, whilst maximising opportunities for personalised support to clients.
- Developing clear and effective strategies to ensure the payment of accommodation costs and service charge, and to minimise voids.

### Collaboration

- Drive a co-produced approach to bring clients, staff and communities to the heart of Turning Tides services
- Develop and grow local partnerships to the benefit of clients who use our services, utilising a 'Systems Leadership' approach.

### People Management

- Develop and lead and coach a high performing team with ambitious goals and clear accountabilities both individually and collectively.
- Facilitate the understanding, involvement and input of the team, via team meetings, coaching and coproduction.
- Ensure a supportive and reflective culture for all staff to ensure they can maintain their wellbeing and bring their best to their work with clients and within the team.
- Create an environment in which staff are engaged and empowered to achieve greater impact and understanding of the strategic vision of Turning Tides.

### Compliance with Organisational policies and regulatory requirements

- Abide by Turning Tides' policies and procedures and regulatory requirements at all times and in particular:
  - Health and Safety
  - Adult and Child Safeguarding, Professional Boundaries
  - Confidentiality and Data Protection Act
- Ensure all service policies and procedures are regularly reviewed and well embedded.
- Play an active part in the development and implementation of organisational wide policies and procedures.

### Equality and Diversity

- Promote and embed a proactive approach to equality and diversity – by example and approach.
- Undertake equalities impact assessments and reviews.

### General

- Maintain personal development including participation in supervision and training.
- Undertake any other duties as may be required from time to time commensurate with your status and capabilities.
- Maintain at all times the ethos of Turning Tides.

## Person Specification

### Homelessness Services Manager

This person specification lists the skills, knowledge and experience required. You should provide evidence, in the form of an example, that you meet each **short list criteria only** (this is marked “S or S/I” on the person specification) on **page 4** of your application form.

E = Essential criteria    D = Desirable criteria  
S = Short listing criteria    I = Interview criteria

| Criteria   | E or D | S or S/I |
|--|--------|----------|
| <b>Knowledge &amp; Skills</b>  |        |          |
| 1. <b>Good IT skills specifically around the use of databases and excel and interpreting data to improve outcomes.</b>                                       | E      | S/I      |
| 2. <b>Good understanding of mental health and the impact that it has on peoples’ lives.</b>  | E      | S/I      |
| 3. <b>Good understanding of substance misuse addiction, dual diagnosis and harm minimisation approaches.</b>   | E      | S/I      |
| 4. Able to develop, local, effective strategies to ensure that the vision of the organisation is executed and ingrained within the service culture.          | E      | I        |
| 5. Able to influence both internally and externally, to find shared purpose and build on the insights and experiences of others with a co-produced approach. | E      | I        |
| 6. <b>Good understanding of the homeless sector and the factors that lead to and magnify the impact of homelessness on individuals and communities.</b>      | E      | S        |
| 7. Good knowledge of effective housing management, compliance and maintenance of properties  | E      | I        |
| <b>Leadership &amp; Management</b>   |        |          |
| 1. <b>Outstanding leadership skills with the ability to identify and develop talent and support individual and team development</b>                          | E      | S/I      |



|  |   |     |
|--|---|-----|
| 2. <b>Good knowledge of best practice, research, policy, and legislation around effective housing management.</b>  | E | S   |
| 3. A good networker and confident communicator, who possesses strong interpersonal skills that inspire others and develop partnership opportunities through passion for Turning Tides' mission | E | I   |
| 4. Demonstrates creativity and a willingness to initiate and embrace change, take positive risks and step outside of comfort zones.  | E | I   |
| 5. Displays high levels of curiosity and well-developed analytical skills that can distil complex issues into clear goals  | E | I   |
| <b>Experience</b>  |   |     |
| 1. <b>Proven track record of leading and managing teams</b>  | E | S   |
| 2. <b>Track record of forging a compelling vision and inspiring others to realise the vision through leadership</b>  | E | S   |
| 3. <b>Proven experience of successfully delivering high quality services within the voluntary or public sector</b>   | E | S   |
| 4. <b>Experience in evaluating and improving service performance, and planning, implementing and managing at a service level</b>   | E | S   |
| 5. <b>A track record of collaboratively delivering on change and innovation within services or an organisation</b>   | E | S/I |
| 6. <b>Experience in creating and effectively managing budgets</b>  | E | S   |