



Role Profile

Supported Accommodation Service Manager

Second Step

9 Brunswick Square

Bristol BS2 8PE

(March 2023)

1. JOB DESCRIPTION

The job description does not describe a comprehensive list of duties, rather a broader range of accountabilities and performance indicators. The role profile is subject to review and change.

1.1 JOB PURPOSE

To work with direction from the Senior Operations Manager (Homelessness and Complex Needs) in the development, implementation and management of new and existing services; to participate in internal and external stakeholder activities and deputise for the Senior Operations Manager where appropriate.

1.2 JOB CONTEXT

Second Step provides good quality housing and support services to people with mental health and other related support needs.

The aim is to deliver recovery and wellbeing opportunities for people with mental health and other support needs to achieve their hopes and ambitions.

Second Step operates in BANES, Bristol, Somerset, North Somerset and South Gloucestershire. The role of the Supported Accommodation Service Manager would predominately cover services in Bristol. This role will oversee our accommodation-based services as part of Bristol homelessness Pathways, supporting a small number of Team Managers and the Contract Co-ordinator for Pathway Two (Mixed.) As an organisation we are constantly learning, growing and changing, so the services this role is responsible for is subject to change and review.

The objective for the organisation is to ensure a robust, well-managed, creative, high profile organisation that is well resourced and values and promotes participation from service users, staff and Board members.

1.3 ORGANISATION

Immediate Supervisor: Second Step Senior Operations Manager (Homelessness and Complex Needs)

Colleagues/Peers: Team Managers, Quality and Improvement Manager, Service Managers from other services and partner organisations.

Direct Reports: Team Managers and Contract Coordinator (Bristol Homelessness Pathway Two), subject to review and change.

1.4 JOB ACCOUNTABILITIES

- Ensure that services and projects run effectively on a day-to-day basis meeting targets as agreed with Local Authority Commissioners and the Senior Operations Manager.
 - Support the Senior Operations Manager in relationship management and negotiations with Commissioners and contract partners, attending strategic partnership meetings as required. Alongside the Mixed Pathway Contract Co-ordinator, lead on addressing and resolving issues related to Second Step services and wider Pathway services.
 - Support Team Managers to lead and manage their teams, ensuring effective teamwork and communications.
 - Ensure management action is taken in the event of underperformance, non-compliance, or serious incidents in order to safeguard the safety and wellbeing of service users and colleagues, the required performance of services, and the reputation of the organisation.
 - Ensure that safeguarding principles and practices are upheld by effectively monitoring the Inform system.
 - Work with Team Managers and Lead Psychologist to implement any agreed changes to the support delivery model, and ensure that services are delivered in a Psychologically, Adversity and Trauma (PAT) Informed way. To ensure Restorative Approaches are implemented and supported within the Housing services.
 - To lead on continuous service improvement and development, through a process of learning, review and transformation.
 - Work with the Senior Operations Manager and Quality and Improvement team to ensure implementation of agreed recommendations from audits and complaints. Ensuring teams are supported through the process of change.
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- Represent Second Step at external and operational and/or strategic meetings as agreed with the Senior Operations Manager.
 - Ensure a robust risk management approach is in place, monitoring incident reporting and working with Team Managers to ensure appropriate follow up responses. Retain oversight, input and responsibility for regular review of the service risk registers.
 - Support the Senior Operations Manager and Team Managers to identify opportunities for system change and agree implementation plans. To follow a 'test and learn' approach to ensure continuous service improvement.
 - Ensure that robust monitoring and data collection systems are in place, collate regular service reports and carry out deep dive analysis as required.
 - Ensure that any monitoring information or reports required by Commissioners or Registered Providers are provided in a timely manner. To ensure reports are produced in a timely manner and to a high standard for internal deadlines.
 - Support Team Managers in implementing and the continuous improvement of new IT/CRM systems (such as Inform).
 - Support the development and implementation of policies and procedures in line with legislation and recognised best practice, and ensure that standard operating procedures are fit for purpose.
 - Facilitate service user and carer feedback and involvement in the organisation and services.
 - Contribute to project work, development initiatives and new business development, and feed back local market intelligence.
 - Monitor service budgets, risk and resource management within set targets/objectives, and contribute to budget setting
 - Collaborate with other managers to maximise achievement of operational objectives and promote effective communication and teamwork, participating in organisational working groups as agreed.
 - Adopt and promote the values and principles of the organisation and within the staff code of conduct.
 - Be part of the Senior Manager On-call Rota for out of hours support as required.
 - Any other duties commensurate with the role.
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1.5 PERFORMANCE MEASURES

- Management of service delivery to standards and targets
 - Management of services to budget
 - Delivery of specified project work to time and standard
 - Policies and procedures are followed by staff team and appropriate actions are taken to address any failings
 - Leading and contributing to the monitoring, evaluation and development of the services.
 - Collaboration and contribution to the effectiveness of the Team Managers' group, as well as Senior Op's and the extended Leadership team.
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2. PEOPLE PROFILE

2.1 PERSON SPECIFICATION

	Essential	Desirable
Skills	<ul style="list-style-type: none"> ▪ Numeracy and literacy to A level/NVQ level 3 ▪ The ability to create Word and Excel documents for letters, reports, spreadsheets, graphs. Skilled in all areas of Microsoft applications. ▪ The ability to produce and analyse performance data and develop mitigating actions to improve performance ▪ Proven Project Management skills with demonstratable knowledge of project management tools and approaches ▪ Negotiation and influencing skills, with a proven track record in systems change and/or working closely with Commissioners ▪ Ability to support Team Managers to manage service 	<ul style="list-style-type: none"> ▪ A recognised Housing qualification in a relevant field. ▪ Management qualification to ILM level 5 (or equivalent) ▪ Inclusive and compassionate leadership skills with the ability to demonstrate your supervisory approach ▪ Skilled in the use of Inform or other comparable CRM system
Knowledge	<ul style="list-style-type: none"> ▪ Proven knowledge of care and support needs of people with mental health needs who have faced multiple disadvantage. ▪ Proven knowledge of health and safety issues, especially those relevant to mental health and in the provision of supported accommodation. ▪ Knowledge of, and experience in meaningful service user engagement, collaboration and coproduction ▪ Working knowledge of relevant legislative and regulatory systems 	<ul style="list-style-type: none"> ▪ Understanding of Bristol homelessness pathways (or similar in other geographical area) ▪ Knowledge of best-practice approaches and/or innovative ways of working within a supported accommodation environment

Experience	<ul style="list-style-type: none"> ▪ A minimum of 2 years proven experience supervising effective and well performing teams ▪ A minimum of 2 years' experience working with people with mental health needs and/or multiple disadvantage ▪ Experience of managing community liaison issues, taking a solution focussed approach. ▪ Experience in leading a significant change programme with demonstratable positive outcomes ▪ Experience of managing significant and multiple budgets 	<ul style="list-style-type: none"> ▪ Lived experience of mental health services. ▪ Middle or Senior management experience within a supported housing environment
Values	<ul style="list-style-type: none"> ▪ Commitment to delivering EDI opportunities at work with demonstratable experience of positive action in this area ▪ Ability and motivation to work with a Recovery focus and with a psychological, adversity and trauma informed approach 	
Other	<ul style="list-style-type: none"> ▪ Ability to travel around the city and to other work locations in an efficient manner. 	<ul style="list-style-type: none"> ▪ Access to own transport

2.2 COMPETENCIES

Competency	Entry Level (4)	Desired Level (5)	Exceptional Level (6)
Achieving Results Relevance to Recovery:	Adjusts own work priorities to take other's priorities into account,	Skilled in leading organisation wide project teams that deliver key	Leads on development, change and growth ensuring future opportunities whilst

<p>Services reduce barriers, support service users to find their own solutions and to achieve positive outcomes.</p>	<p>and involves other people to achieve goals.</p> <p>Carries out complex analysis of problems, develops innovative approaches to problems and takes calculated risks.</p> <p>Sets appropriate long term objectives that improve the service and the performance of the organisation.</p>	<p>objectives within time and resources.</p> <p>Anticipates issues and looks beyond problems to the strategic causes. Ensures problems are managed at the right level and involves colleagues and partners appropriately in joint problem solving. Works effectively and efficiently in an environment of uncertainty, complexity and risk.</p>	<p>also maintaining and building a stable and sustainable organisation</p> <p>Through the thorough analysis of results and performance data identifies solutions and decision that may include streamlining or focusing services to ensure a robust performing organisation</p> <p>Reacts appropriately to the challenges of the current environment to build and sustain Second Step using a wide range of performance management tools</p>
<p>Competency</p>	<p>Entry Level 3</p>	<p>Desired Level 4</p>	<p>Exceptional Level 5</p>

<p>Customer Care.</p> <p>Relevance to Recovery: Everything we do and how we do it carries the message that recovery is possible for everyone using our services.</p> <p>Customers include: Service users Carers Members of the public External agencies Funders Any other interested parties</p>	<p>Understands explicit service user experiences and needs and identifies ways in which the service can respond effectively.</p> <p>Understands and identifies discrimination and social exclusion and acts to reduce it in service delivery.</p> <p>Develops feedback and evaluation systems that improve services.</p> <p>Contributes to a culture which is customer focussed and where the customer comes first, including responding to both internal and external customers.</p> <p>Develops feedback and evaluation systems that improve services.</p> <p>Contributes to a culture which is customer</p>	<p>Understands both explicit and implicit service user needs and identifies ways in which service/organisation can respond effectively.</p> <p>Develops strategies for involving service users in measuring the performance of services. : Promotes awareness of the impact of stigma and discrimination and acts to reduce it, both within the organisation and with external agencies.</p> <p>Identifies and nurtures customer contacts that have a positive impact on work and/or Second Step.</p>	<p>Is a convincing and powerful role model for Recovery and for service users, communicating and influencing with a wide range of parties.</p> <p>Ensures that systems and processes throughout the organisation recognise all customers, ensuring fairness and equality.</p> <p>Leads and sets the tone to ensure Second Step is a 'listening organisation'</p>
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	focussed and where the customer comes first, including responding to both internal and external customers.		
Competency	Entry Level (3)	Desired Level (4)	Exceptional Level (5)
<p>Effective Communication.</p> <p>Relevance to Recovery: How we talk to people, our non-verbal communication, how we record our work, all give a positive message of hope and recovery.</p>	<p>Plans and manages all communications and ensures they are clear, effective and have maximum impact.</p> <p>Is a sensitive communicator, able to diffuse difficult situations by careful handling of communications.</p> <p>Designs and creates effective presentations and reports and is skilled and confident in presenting to audiences.</p>	<p>Has highly developed presentation abilities and is effective at promoting the key messages and objectives of organisation.</p> <p>Plans communication around the needs/objectives of the audience.</p> <p>Distils key messages or key conclusions from complex situations.</p>	<p>Through effective and appropriate communication and impact, influences and persuades staff, service users, partners and Board members.</p> <p>Publishes and disseminates research and practice of work in relevant publications to highlight knowledge and expertise in area.</p> <p>Demonstrates, validates and promotes Second Step through the successful implementation of proactive and broad communication strategy.</p>

Competency	Entry Level (2)	Desired Level (3)	Exceptional Level (4)
<p>Partnership and Teamwork.</p> <p>Relevance to Recovery: All team work and partnerships should centre on the support requested by an individual and work collaboratively to achieve this. Every service user should have full knowledge of who is involved in their support.</p>	<p>Develops and maintains effective working relationships, understands and contributes to the collective responsibility for achieving results.</p> <p>Helps team decision making by their own contribution and supporting others to contribute.</p> <p>Makes a positive contribution to wider team processes such as problem solving, or implementing change.</p>	<p>Always tries to understand the needs and priorities of colleagues and reports, builds relationships based on co-operation, respect and trust.</p> <p>Facilitates in their team a culture of openness, co-operation, trust and responsibility.</p> <p>Shares power within the organisation and across networks and develops constructive relationships with SMT and other stakeholders, to enable their true involvement in decision making.</p>	<p>Able to work effectively in different cultural situations and with different groups.</p> <p>Able to identify and understand 'politics' and negative behaviour in others and work through and resolve these positively and tactfully.</p> <p>Is seen as a role model for partnership and teamwork.</p> <p>Respected and trusted by everyone they work with</p>
Competency	Entry Level (2)	Desired Level (3)	Exceptional Level (4)
<p>Personal and Professional Development.</p>	<p>Develops and maintains effective working</p>	<p>Is open and realistic about their own</p>	<p>Is open and realistic about their own</p>

<p>Relevance to Recovery: Being open to learning about ourselves and from others, being committed to continual learning and development, assists us to support individuals in their recovery.</p>	<p>relationships, understands and contributes to the collective responsibility for achieving results.</p> <p>Helps team decision making by their own contribution and supporting others to contribute.</p> <p>Makes a positive contribution to wider team processes such as problem solving, or implementing change.</p>	<p>competencies and shares this self appraisal with their supervisor. Uses feedback from their supervisor to improve their self appraisal skills.</p> <p>Actively shares their own learning with people they supervise.</p> <p>Is able to reflect on the quality of supervision given and received and seeks to address any concerns appropriately.</p> <p>Is a self-directed learner, able to accurately assess own development needs and consistently seeks to acquire new skills, knowledge and learning opportunities.</p>	<p>competencies and shares this self appraisal with their supervisor. Uses feedback from their supervisor to improve their self appraisal skills.</p> <p>Actively shares their own learning with people they supervise.</p> <p>Is able to reflect on the quality of supervision given and received and seeks to address any concerns appropriately.</p> <p>Is a self-directed learner, able to accurately assess own development needs and consistently seeks to acquire new skills, knowledge and learning opportunities.</p>
<p>Competency</p>	<p>Entry Level (3)</p>	<p>Desired Level (4)</p>	<p>Exceptional Level 5</p>
<p>Service Area Expertise</p>			

<p>Relevance to Recovery: Services support individuals to find ways of understanding and meeting their own needs.</p>	<p>Has a comprehensive understanding of the specialist and/or professional requirements of the job and applies this in all areas of their work.</p> <p>Acts as a reference point within own particular service/team.</p> <p>Ensures the service/team respects diversity in all aspects of service delivery.</p>	<p>Invests considerable effort in maintaining specialist and/or professional knowledge, experience and skills.</p> <p>Keep abreast of new thinking in area of expertise.</p> <p>Is recognised as the expert in own particular service /team.</p> <p>Promotes respect for diversity with internal and external customers</p>	<p>Continuously works hard to maintain and extend specialist and/or professional knowledge, experience and skills</p> <p>Participates in specialist and/or professional seminars/working parties at a high level within the sector.</p> <p>Actively promotes and develops a culture that values difference and benefits all customers.</p>
<p>Competency</p>	<p>Entry Level (3)</p>	<p>Desired Level (4)</p>	<p>Exceptional Level (5)</p>
<p>Recovery Orientated Practice</p>	<p>Consistently applies recovery principles and values in planning and developing services.</p> <p>Actively promotes recovery across the wider organisation and with external agencies.</p>	<p>Is able to apply recovery principles and values in all aspects of work, with groups and individuals throughout the organisation</p> <p>Integrates recovery principles and values</p>	<p>Maintains up to date comprehensive knowledge of user-led initiatives and applies this to all aspects of organisation and service development.</p>

		into all aspects of organisation and service development.	
Competency	Entry Level (2)	Desired Level (3)	Exceptional Level (4)
Strategic Thinking and Analytical Reasoning.	<p>Makes decisions, sets priorities or develops goals based on future potential and benefit.</p> <p>Analyses problems and situations and finds long-term solutions and benefits that improve service/team's outcomes.</p> <p>A lateral thinker, able to 'rotate' a complex issue mentally and consider wide ranging options to address complex issues and risks.</p> <p>Makes sense of disparate information, sees patterns and trends.</p>	<p>Consistently takes a wide, long-term view of challenges, risks and opportunities and develops key strategies to respond to them.</p> <p>Develops and maintains a vision for the department to provide direction for services and teams, and contributes to a shared vision for the organisation</p> <p>Understands, clarifies and makes appropriate use of diverse information.</p> <p>Crystallises the key ideas, issues or</p>	<p>Carries out complex analysis of diverse information and uses the intelligence of others to identify options. Able to identify the many issues involved.</p> <p>Creates and introduces completely new approaches/solutions to improve future department and organisation performance.</p>

		observations from complex data.	
Competency	Entry Level (2)	Desired Level (3)	Exceptional Level (4)
Leadership and Influencing	<p>Monitors the performance and progress of the team and is aware of the impact on the wider organisation.</p> <p>Delegates work appropriately, taking account of the abilities of team members.</p> <p>Takes initiative when required. Maintains an overview and ensures efforts are co-ordinated and focussed on what makes a difference.</p> <p>Provides a motivational lead to team members, communicating optimism and enthusiasm for the job.</p>	<p>Understands the need to use informal persuasion and provision of information, to influence others over whom they have no authority.</p> <p>Takes the time to build critical mass or support for a position, with the end aim of getting results by working in partnership.</p> <p>Identifies and addresses performance issues and creates a supportive, positive climate.</p> <p>Is a credible leader, obtains required resources for the team and encourages team to take the maximum</p>	<p>Builds and uses extended networks of influence, understanding that these need to change over time</p> <p>Strives to ensure that service users, staff, other interested parties are involved in shaping the development of the organisation/service.</p> <p>Has a wide-angle vision and will be known and respected by a wide range of people within sector.</p> <p>Acts as a role model for others in high performance, vision and self-belief. Communicates a</p>

		<p>possible personal responsibility.</p> <p>Provides leadership by fully involving the team in setting objectives, priorities and direction.</p>	<p>compelling vision that energises others toward achieving goals and resolving issues.</p> <p>Takes tough decisions when required.</p>
Competency	Entry Level (2)	Desired Level (3)	Exceptional Level (4)
Releasing Potential	<p>Creates and uses a variety of 'on the job' opportunities to keep people learning.</p> <p>Gives coaching and places emphasis on self-development, showing how this can be done.</p> <p>Deliberately lets others take the lead and the credit by stepping to one side, to grow their capability and confidence.</p>	<p>Encourages others to take responsibility for their own development and creates a supporting environment where mistakes can be admitted and learned from.</p> <p>Gives team members responsibility and challenging work but supports them when necessary.</p> <p>Provides space for others to be creative, innovative and to take risks so that they can</p>	<p>Works in a collaborative way within organisation focussing on longer-term requirements and on career planning – creating development opportunities for others to succeed.</p> <p>Makes sure succession plans are in place for their team and uses this plan for development in the longer term.</p>

	<p>Understands implications of diversity and applies this knowledge to ensuring that his/her team is committed to and involved in the effective management of diversity</p>	<p>develop their own capabilities and approaches.</p> <p>Management of diversity is communicated effectively, sensitively and implemented effectively.</p>	<p>Nurtures talent and coaches high performance.</p> <p>Shows commitment internally and externally in promoting diversity, which is demonstrably part of the organisational culture and philosophy</p>
Competency	Entry Level (3)	Desired Level (4)	Exceptional Level (5)
Change Management	<p>Understands the nature of change and its impact on individuals; continually develops both general and specific plans for the proactive management of people through change.</p> <p>At a departmental level evaluates and challenges current ways of doing things, developing new services/processes taking proper account of</p>	<p>Able to envision the changes required to achieve a given result and to develop approaches to implement them.</p> <p>Is a change leader who inspires others to share a vision of the future with real commitment to it.</p> <p>On an organisational level evaluates and challenges current ways of doing things, developing new</p>	<p>Assesses the real need for major change, creates and evaluates the right options and change strategies.</p> <p>Effectively initiates and sponsors effective major change.</p> <p>Implements new ideas into innovative and robust new services which develop diversity and sustainability.</p>

	<p>costs, benefits, buy-in and impact.</p> <p>Able to manage change projects through development and implementation to evaluation and feedback.</p> <p>Plans own and report projects and tasks, establishing clear long-term priorities to ensure that department and organisation objectives are met, and regularly reviews progress against targets.</p> <p>Brings in project work on time and budget.</p>	<p>services/processes taking proper account of costs, benefits, buy-in and impact.</p> <p>Establishes clear long-term plans for self and others.</p> <p>Anticipates change and plans and organises resources effectively to deliver key objectives.</p> <p>Identifies major risks to plans and has carefully thought through contingency plans in place.</p>	<p>Demonstrates a deep understanding of the drivers of change and incorporate these into plans.</p>
Competency	Entry Level (2)	Desired Level (3)	Exceptional Level (4)
Finance and Business Awareness	<p>Uses financial measures to undertake analysis of department highlighting strengths and weaknesses.</p>	<p>Applies the results of financial analysis (e.g. benchmarking) to develop own activities and areas of responsibility.</p>	<p>Applies the results of financial analysis creatively to focus activities of self and others to drive out organisational improvements.</p>

	<p>Has knowledge of 'competitors', what they do and what services they offer.</p> <p>Understands, profitability, cash flow and key principles of cost benefit analysis.</p>	<p>Knows where department's strengths and opportunities lie and seeks to exploit them.</p> <p>Effectively manages own budget, monitoring and controlling the use of resources.</p>	<p>Identifies key opportunities in the context in which organisation operates and envisions solutions.</p> <p>Structures team efforts to exploit opportunities.</p> <p>Creates budgets, plans, negotiating and obtaining funds, monitoring and controlling the use of resources in plan with budgets.</p>
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