



# making space

Kind hearted care and support

## Appointment of COO

July 2022

# WELCOME

**Thank you for your interest in applying for the role of Chief Operating Officer for Making Space. Making Space has spent over 40 years helping adults with care and support needs, and their carers, to lead independent and fulfilling lives. We put wellbeing at the heart of health and social care.**

Making Space was established in Warrington by David Lyne, a former development officer with the National Schizophrenia Fellowship, and was driven by a determination to improve the lives of people with mental health conditions and their carers. Over the past 40 years we have grown from a small group focused solely on mental health, with a £25,000 turnover, to a large multi-million-pound organisation, with over 1,000 employees and volunteers delivering innovative, personalised services across the whole spectrum of health and social care.

We provide services from Cumbria to Cambridge, supporting people in their own home, in their local community and with specialist support services. Our services are offered to any adult with an identified health or social care need, including people with complex mental health needs, learning disabilities, living with dementia as well as older people and carers. We also support people who fund their own care and support to promote choice and wellbeing.

Our services include:

- Residential and nursing homes
- Supported living and extra care
- Floating support
- Independent hospitals
- Community support and social inclusion
- Employment and wellbeing
- Psychological therapies

Our professional and caring teams strive to go above and beyond for the people we support, helping them to live happy, fulfilling and enriched lives and focussing on positive outcomes for each individual. Here at Making Space, everything is done with dignity, respect and compassion for both the people we support and their families. Although we're bigger than ever, we've not forgotten our humble beginnings, nor are we complacent. We will continue to invest in our services, provide even better care and build for the future.

This appointment is a unique opportunity for you to join us as COO and make a huge impact for Making Space, our staff and our service users.

YOU CAN READ MORE ABOUT MAKING SPACE AND OUR STRATEGIC PLAN HERE:

[HTTPS://WEAREMAKINGSPACE.CO.UK/STRATEGIC-PLAN/](https://wearemakingspace.co.uk/strategic-plan/)

# OUR HISTORY



# OUR VISION AND MISSION

## OUR MISSION

Together we build relationships, connect communities and provide quality care as unique as the people we support.



## OUR VISION

We will put wellbeing at the heart of health and social care.



# OUR VALUES

At Making Space we live our values. Our five co-produced values, which we launched in 2020, shape our culture and help us to achieve our vision and mission. You can learn more here: <https://wearemakingspace.co.uk/#ourvalues>



## KIND HEARTS

Generously building empathy and connection to create a sense of belonging



## TAILOR MAKING

Nurturing unique relationships to make every day count



## DREAMING BIG

Harnessing imagination we generate confidence in ourselves and others to take the first step



## BEING READY

Responding to whatever comes our way by moving forward together



## HAVING COURAGE

Committing bravely to working in ways that take us to new places

## OUR STRATEGY

Our strategy describes our vision, our priority areas and the ways in which we will work better to put wellbeing at the heart of health and social care.

### **Our strategy is built upon the belief that:**

- Everyone matters and deserves a chance
- Everyone has a voice which is worth listening to
- Anyone can be affected by poor health
- Poor health should not be a barrier to finding joy and purpose in life
- Support should be there for anyone who wants it
- Support should be there at the point, and in the form, that it is needed
- We can and do improve and change lives
- There is so much more still to do: the best is yet to come...

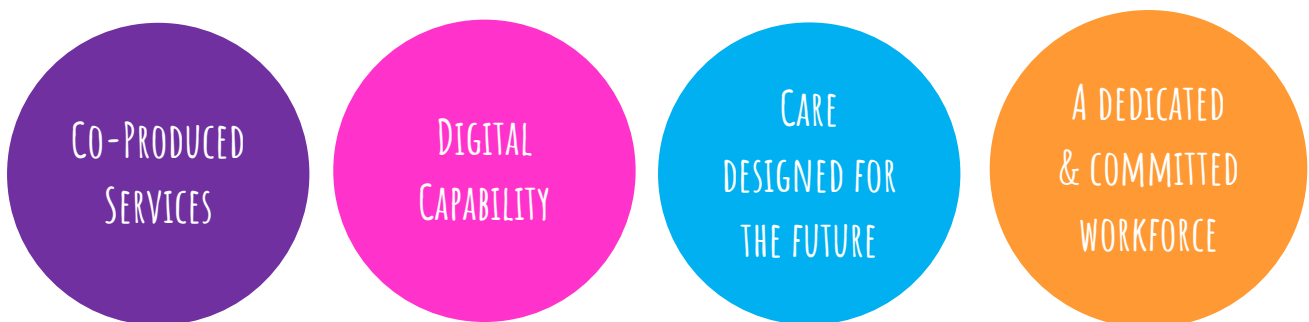
In this strategic plan we confirm our commitment to continue to provide support for people living with a mental health condition, a learning disability and people with age-related needs. We will continue to provide high quality residential care services, independent hospital provision, residential nursing care and supported living services that enable independence, and community-based services.

Our energy and focus will be concentrated to increase supported living services in partnership with trusted investors. We remain committed to our existing residential care provision, and we will prioritise the development of further provision targeted mainly at our older beneficiary group. These accommodation-based services will be underpinned by locally based community services that connect the people we support to the heart of their local communities.

Everything we do will be delivered by a passionate and committed workforce who are empowered to work autonomously in order to achieve the best outcomes for the people we support.

## OUR PILLARS

To achieve our vision of putting wellbeing at the heart of health and social care we have identified four strategic pillars that will support all that we do.



# MAKING SPACE CHIEF OPERATING OFFICER - COO

## JOB DESCRIPTION AND PERSON SPECIFICATION

<b>Job Title:</b>	Chief Operations Officer – COO
<b>Responsible To:</b>	Chief Executive Officer – CEO
<b>Responsible For:</b>	Director of Operations, Head of Business Development
<b>Directorate:</b>	Chief Executive Officer
<b>Job Family:</b>	Managerial/Professional
<b>Disclosure Required:</b>	Enhanced DBS

## ROLE PURPOSE

Responsible for the strategic and operational leadership of all aspects of operational management, partnering the CEO, Senior Leadership Team (SLT) and Board of Trustees to achieve strategic priorities whilst enabling a values-based culture which drives safe and successful operations, continued growth and continuous improvement.

The COO provides leadership and direction across all operational services, ensuring the provision of day-to-day safe, high quality, person-centred services that meet organisational, regulatory and contractual standards. The role also leads the Business Development function, including the development of the capability, capacity and efficiency of the function, with a strong focus on coaching and values-based leadership.

The COO will lead on operational and service development programmes, ensuring adoption and promotion of approaches, developing strong working relationships at strategic and locality levels to play a major role in furthering the Making Space brand as a provider of quality health & social care services.

## PRINCIPAL ACCOUNTABILITIES

- As part of the SLT to lead on the development, implementation and reporting of strategies and business plans which further and overall strategy and are aligned to our Vision.
- To be accountable for all operational services ensuring their financial viability, performance, quality standards and statutory and legislative compliance.
- Ensuring that services are provided in line with Making Space values, which are outcome focused, person centred and feature co production at the heart of service development.
- Drive ongoing growth through building relationships with external stakeholders to raise the profile of Making Space throughout the areas of operations.
- Build strong relationships with peers across the sector to ensure best practice is shared and implemented.
- Oversee the implementation of new services ensuring that standards are maintained through the transition, within the financial envelope and to organisational or contractual requirements.
- To be accountable as the Nominated Person with the Care Quality Commission.
- To provide timely, accurate and business focused reports to the Chief Executive, Board of Trustees and other stakeholders as required.
- As a member of the SLT deputise for the CEO as appropriate.



## General

- Maintain the confidentiality of information.
- Promote and ensure the good reputation of Making Space.
- Be responsible for your own personal development and undertake relevant learning & development.
- Ensure that the workplace is a safe place to live and work, by promoting and raising awareness of health & safety and responding to emergencies, as required.
- Adhere to all policies and procedures.
- Carry out any other tasks reasonably assigned to you.
- Work in line with our values and promote a culture of equality & diversity, customer care, continuous learning and high performance.

*This job description indicates the main responsibilities and duties of the post and is not an exhaustive list*

## PERSON SPECIFICATION

At Making Space your values are as important as the skills and competencies you bring with you and will learn here.

The table indicates the method by which the skills/knowledge/level of competence in each area will be assessed.	ESSENTIAL CRITERIA	DESIRABLE CRITERIA	ASSESSMENT METHOD			
			Application Form	Interview	Assessment	Other

### Education and Qualifications

• Masters Level Qualification in Business or Management e.g. MBA		✓	✓			✓
• Relevant professional qualification in Health or Social Care e.g. Registered Nurse, Social Worker etc.		✓	✓			✓
• Evidence of continuing professional development	✓		✓			✓

### Experience

• Extensive senior leadership experience in effectively managing health or social care operations across a large organisation	✓		✓	✓		
• Experience of providing inspirational and compassionate leadership at a senior level in a complex and diverse organisation, which operates multi-site over a wide geographical base	✓		✓	✓		
• Significant experience of working effectively within a strategic, business planning and performance management framework	✓		✓	✓		
• Strong experience of driving growth through service developing and establishing new services, including acquisitions	✓					
• Experience of public sector funding arrangements		✓	✓	✓		
• Significant change management experience	✓		✓	✓		
• Senior Leadership experience in directing multiple functions e.g. operations and business development	✓		✓	✓		



## Knowledge, Skills and Abilities

• Detailed knowledge of the issues, implications and current changes and challenges facing organisations that deliver health & social care services	✓		✓	✓		
• Excellent inter-personal and team working skills, and a proven ability to form partnerships, coach, motivate and inspire	✓		✓	✓		
• Ability to formulate strategy, policy and procedures based on the sound gathering and analysis of complex data	✓		✓	✓		
• Exceptional communication and presentational skills, with the ability to communicate ideas, issues and concepts successfully at all levels to a variety of audiences	✓		✓	✓		
• Well-developed negotiating and influencing skills, with the ability to act as an effective and persuasive ambassador. The ability to engage individuals and organisations and broker successful partnerships	✓		✓	✓		
• Sound judgement and awareness of political sensitivities	✓		✓	✓		
• An ability to manage conflicting priorities and one's own time with a minimum of supervision	✓		✓	✓		
• Experience of using information technology for a range of different purposes	✓		✓	✓		
• Motivated to work towards creating a safe, open and trusting environment	✓			✓		
• Awareness of the issues around working with vulnerable adults and the boundaries of professional relationships	✓			✓		

## Work Circumstances

• Being prepared to work flexibly to meet the needs of customers and the organisation	✓			✓		
• Office and/or home based. Willing to travel throughout the UK, which will include overnight stays.	✓		✓	✓		

## HOW TO APPLY

- Please submit your **CV along with a Supporting Statement** addressing the person specification criteria and evidencing how you meet the criteria.
- Please be ready to provide the names, positions, organisations and contact details for two referees; one should be your current or most recent employer. Referees will be contacted for those proceeding to final stages. **We will always gain your permission before we contact referees.**
- Let us know any difficulty you may have with the indicative timetable (please see below).
- Check that your contact details are correct before you submit.

Once you have submitted your application, you will receive an automated email confirmation. If you do not receive, please email [contactus@gatenbysanderson.com](mailto:contactus@gatenbysanderson.com).

For an informal conversation about the role, please contact:

- Researcher Estelle Woods: [estelle.woods@gatenbysanderson.com](mailto:estelle.woods@gatenbysanderson.com)
- Consultant Emily Nevins: [emily.nevins@gatenbysanderson.com](mailto:emily.nevins@gatenbysanderson.com)

## TIMETABLE

- **Closing Date:** Monday 22 August at 9am
- **Preliminary Interviews with GatenbySanderson:** w/c 12 September/19 September
- **Stakeholder meetings:** w/c 03 October
- **Final Interviews:** w/c 17 October

Interviews may be conducted remotely, via video conference, but we may require your attendance in person at some elements, subject to mutual agreement.