



**ALLIANCE DIRECTOR**  
**ROLE PROFILE & COMPETENCIES**  
**Closing Date – 15 Dec 2020**

## ALLIANCE DIRECTOR - ROLE PROFILE

### Salary

£68,400 - £75,211

### Responsible for

- Leadership and Management of the Alliance Management Team (AMT)
- Leading on the delivery and performance reporting requirements
- Managing the systemic and cultural change required to successfully deliver the new system
- Leading internal and external communication about changes, development, progress and innovation
- Supporting a culture of innovation and collaboration

**Responsible to:** The Alliance Leadership Team (ALT)

### Core Purpose

- To lead the Alliance Management Team (AMT) in order to deliver the KPIs of the Alliance, and its strategies and plans
- Embedding an 'alliance' culture in AMT and across services
- To support and facilitate the ALT to operate and find consensus in their work
- Leading successful change via partnership working across whole systems and reducing barriers
- To improve the outcomes of people who experience homelessness

Glasgow Health and Social Care Partnership (HSCP) has identified a need for transformational change in the way services support people affected by homelessness and have adopted an Alliance model to deliver a 'whole system' approach to achieving the objective of ending homelessness. The result was that a procurement exercise took place and the Alliance was formed, consisting of Glasgow City Council, HNS, GHIFT, Aspire, Crossreach, Mungo Foundation, Sacro, The Salvation Army, Wheatley Care, and Y-People.

**The Alliance** believes that homelessness is a life transition, not a lifelong condition. We want to build a Movement for Change which creates sustainable solutions that meet the needs and aspirations of people affected by homelessness.

The Alliance will embrace the Principles, Ambitions and Objectives of the 'Your City, Your Home' prospectus.

Collectively The Alliance will provide a more coherent, coordinated and person centred system than those previously in place, with the key aims of:

- focussing on the needs and wants of people using services
- minimising the time spent homeless and making best use of resources
- providing a whole system solution-focussed approach in delivering transformational change

The Alliance partners will work together to plan and provide this emerging system, requiring the post of an Alliance Director to lead on key activity on their behalf.

The Alliance Director is, in effect, a senior Operations Leader equivalent role, working on behalf of all partners in The Alliance, and will lead on implementation and achievement of the overall delivery plan. In addition, they will be visibly involved in influencing local, national and international homelessness strategies, reflecting the ambitious goals of The Alliance: to end homelessness in Glasgow.

**Responsibilities** the Alliance Director will undertake the following:

**Leadership and Management of the AMT:**

- Co-ordinate and plan AMT activities.
- Performance management of the AMT and succession planning
- Chair meetings
- Ensure actions are progressed within agreed timescales
- Oversee the development of the Service Operation Manual
- Ensure that all partners maintain focus on The Alliance Outcomes

**Planning:**

- Lead on the development and deployment of financial, management and operational plans
- Ensure financial and procurement obligations placed upon The Alliance are met
- Maintain a Risk Register in response to any identified changing circumstances and subject to annual review.

**Reporting, Governance & Quality:**

- Provide effective reporting and guidance to ALT within a system of empowered and accountable management
- Lead on the development and delivery of regular management and performance reports
- Work with varied stakeholders to ensure robust high quality care governance systems are in place

**Performance:**

Lead on the development and deployment of performance management processes and Alliance Governance systems including:

- Work collegiately with other partners to develop meaningful Key Performance Indicators that meet improved outcomes for individuals and improve system efficiencies/effectiveness/spends.
- Critical incidents and complaints.
- Establish systems for gathering and analysis of Feedback from stakeholders
- Decision making processes
- Collation and analysis of data, ensuring quality of data. Responsible for the provision of accurate data to assist the ALT and AMT in their decision making in line with The Alliance Principles
- Imbed Alliance culture and workforce development across all services
- Development and evaluation of communication strategy.

**Other Responsibilities:**

- Represent The Alliance externally with key stakeholders
- Undertake training as deemed necessary
- Undertake other duties as require for the effective running and co-ordination of AMT and achievement of Alliance Objectives

## Alliance Outcomes:

### Prevention Outcomes

- Reduce the number of people experiencing homelessness
- End rough sleeping for homeless Glasgow citizens

### Impact Outcomes

- Reduce stigma for people experiencing homelessness
- Reduce rate of repeat homelessness

## Ways of Working Outcomes

- Reduce length of time people are homeless
- People experiencing homelessness, partners and stakeholders say The Alliance honours its values
- Transformational change of purchased services is achieved

## Finance Outcomes

- Actual costs are equal to or less than allocated funding

## Strengths the Alliance Director will deliver key responsibilities by:

- Taking positive risks to achieve outcomes and manage demand.
- Communicating effectively to build and invest in key relationships.
- Motivating and developing new teams to deliver tangible business and operational outcomes.
- Demonstrating resilience and the ability to work under pressure.
- Resolving difficult and complex issues by considering the objectives of all parties for achieving solutions across disciplines, teams and partnerships.
- Working inclusively, valuing equality and diversity in the workplace and providing support for shared workforce development.
- Listening - the ability to listen and learn from others
- Integrity - evidence honesty and integrity daily
- Resilience - to keep going when vested interests want the status quo
- Reviewing and creating system plans on a regular basis.
- Ensuring processes for quality and equality impact assessment are in place for supporting change.
- Developing systems for risk management and mitigation.
- Demonstrating the ability to innovate and deliver continuous improvement.
- Being a role model and able to represent The Alliance internally and externally in an effective and positive manner
- Utilising strong presentation skills (verbal and written) and ability to promote The Alliance and influence a wide range of individuals and external contacts.
- Keeping up to date with best practice, new initiatives and business opportunities in all areas relating to this role.
- Demonstrating knowledge of requirements and legislation in areas relating to this role

**Requirements** the Alliance Director will be able to:

*(Essential)*

Demonstrate experience, skills and knowledge in:

- Staff management
- Change management and creating successful systems change
- Partnership working
- Team working
- Customer involvement and feedback (transferable skills)

Evidence:

- Leadership skills
- Successful engagement with external bodies
- Successful transformational change
- Working with various and many stakeholders

Experience of:

- Working with KPI's and Service Level Agreements
- Experience of analysing and reporting on data

Working knowledge of:

- Finance, managing costs and budget control
- IT systems to retrieve information and produce reports

Knowledge of equal opportunities legislation and best practice

Desirable experience, skills and knowledge:

- Qualification: in management or finance or housing or care or business or legal or health
- Experience in sourcing and securing funding
- Sub-contracting experience
- Knowledge of procurement and tender processes
- Successful experience of managing change in complex systems at a senior level

Demonstrate the following Attitudes and Qualities:

- Demonstrates collaborative approach to working, and co-operates and works well with others in the pursuit of team goals
- Possess well developed interpersonal and communication skills (e.g. articulate, approachable, discreet, open, confident, assertive)
- Possess the ability to be able to engage positively with stakeholders and external bodies, and be able to communicate at a variety of levels and in a breadth of arenas
- Possess an appropriate value base in keeping with Alliance principles, and be Trauma Informed
- Possess the ability to be supportive, respectful of others and non-judgemental. Driven by values
- Committed to social justice and making an improvement in people's lives.
- Asset/strengths-based approach to individuals using services, and commitment to inclusive and evidence-based practice.
- Evidence of actively listening to customers and incorporating their feedback/input into decision making and direction of travel
- Evidence that able to be self-motivated, focus on outcomes and making change happen to ensure delivery takes place
- Ability to plan, organise, prioritise and meet deadlines
- Well-developed written skills (producing and writing reports, presentations, memos, letters)

**Competencies of the Alliance Director:**

- Personal Qualities
- Setting Direction
- Delivering the service
- Leadership and Management

**Principles the Alliance Director will role model The Alliance principles for:**

- Taking collective responsibility for operational risk management
- Making decisions on a 'best for people using service' basis
- Committing to value based decision making on any and all issues
- Adopting a 'no fault, no blame' culture to avoid disputes
- Adopting open book accounting and transparency in all matters
- Appointing and selecting key roles on a best person basis.

**The Alliance Director must act in accordance with The Alliance Values and Behaviours at all times**

**Scope of Role**

- Glasgow based with travel required
- Full Time - 5 days per week
- Permanent (*within scope of requirements of The Alliance*)

**Alliance Director**  
**Competencies for Role**

**What are competencies?**

Competencies are underlying characteristics that lead to successful performance in an individual's job. They include qualities, skills, attributes and traits that help people to be successful. Competencies go beyond the traditional focus on academic qualifications, technical skills and experience, providing a framework for assessing and developing deeper-seated personal skills.

Competencies are also capable of being developed in people rather than being fixed and immovable.

<b>Personal Qualities</b>	
Self Belief	Displaying confidence that you will succeed and you can overcome obstacles to achieve the best outcomes for service improvement.
Self Awareness + Self-Management	Knowing your own strengths and limitations and understanding your own emotions and the impact of your behaviour on others in diverse situations. Being able to manage your own emotions and be resilient in a range of complex and demanding situations.
Personal Integrity	Demonstrating a sense of commitment to openness, honesty, democracy inclusiveness, loyalty and high standards in undertaking your role.

<b>Setting Direction</b>	
Drive for Results	Displaying a strong commitment to making performance improvements and a determination to achieve positive outcomes for the citizens of Glasgow.
Changing and Improving	Being innovative, taking the initiative and seeking out opportunities to create effective change. Learning from what has worked as well as what has not, being open to change and improvement, and working in 'smarter', more focused ways. Continuously seeking out way to improve, to be more flexible and responsive.
Seeing the Big Picture	Having an in-depth understanding and knowledge of how your role fits with and supports Alliance objectives and the needs of the citizens of Glasgow.

<b>Delivering the Service</b>	
Holding to Account	Displays resolve to hold others to account for agreed targets and to be held accountable for delivering a high level of service.
Effective and Strategic Influencing	Being able and prepared to adopt a number of ways to gain support and influence diverse parties, with the aim of securing improvements.
Drive for Improvement	Showing deep motivation to improve performance and thereby to make a real difference to others.

<b>Leadership and Management</b>	
Leading change through people	Communicating the vision and rationale for change and modernisation, and engaging and facilitating others to work collaboratively to achieve real change
Empowering Others	Striving to facilitate others' contributions and to share leadership, nurturing capability and long-term development of others.
Collaborating and Involving	Demonstrating commitment to working and engaging constructively with internal and external stakeholders. Working collaboratively, sharing information appropriately and building supportive, trusting and professional relationships with colleagues and a wide range of people within and outside the Alliance, whilst having the confidence to challenge assumptions. Being approachable, delivering Alliance objectives through creating an inclusive environment, welcoming challenge however uncomfortable.