



# Care and Health Services Director Information for Applicants

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## **Contact for enquiries**

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## Welcome

Thank you for your interest in Birtenshaw and the role of Care and Health Services Director.

Since 1956 Birtenshaw has been providing both care and education for children aged 4 – 19 with profound and multiple learning disability or significant physical disability. Started by a group of parents, the organisation has not lost its founding passion for ensuring a quality bespoke service for each child.

Over the years Birtenshaw has expanded both in terms of the range of services offered and in our capacity and we continue to grow. An investment of almost £1 million by FutureBuilders England in 2008 enabled us to achieve one of the biggest single developments in our recent history by creating four specialist children's homes in the community.

The added value of that investment is that we have been able to create more jobs for local people and now employ almost one hundred members of staff.

Our next big challenge is a £5.6 million project to create a new special school and become recognised as a centre of excellence.

This newly created role offers you the opportunity to be a major contributor in enabling Birtenshaw to build a brighter future for children with special needs and it will enable us to strengthen our senior management capacity with the establishment of a new Directorate Management Team.

This is my invitation to you to join our team and to help us to make it happen.

I look forward to receiving your application.

**David Reid**  
**Chief Executive**

For more information about Birtenshaw and FutureBuilders, please go to:  
<http://www.futurebuilders-england.org.uk/investments-made/case-studies/birtenshaw-creating-a-brighter-future-for-children-with-special-needs/>



Care and Health Services Director  
**Birtenshaw, Bromley Cross, Bolton, Lancs.**  
**NJC 48 (£40,471) to NJC 52 (£44,300)**  
**Permanent**

Building a brighter future for children with special needs - this is our mission and this is your opportunity to help us make it a reality.

Following a recent investment of over £1 million we have expanded our services and increased our management capacity. Together our facilities and the people who work in the organisation now offer the very best in both care and special education.

You will be joining us at an exciting time – just as we embark on the building of a new special school and being well on our way to achieving our aim of becoming a recognised centre of excellence.

As a dynamic and forward thinking senior manager with experience in children's services, social care or health services, not only will you need to bring up-to-date knowledge of the current regulatory framework for the provision of services, but also the leadership that inspires and motivates others. Key to your success will be your ambition for excellence in driving and making a tangible difference in the delivery of services.

**Closing date: Monday 1<sup>st</sup> March, 10.00 a.m.**

For more information and to apply, please visit [www.nfp-resourcing.co.uk/birtenshawcare](http://www.nfp-resourcing.co.uk/birtenshawcare)

For an informal discussion about the role, please contact Carroll Lloyd, Director, nfp Resourcing on 0845 0945 336 or email [carroll.lloyd@nfp-resourcing.co.uk](mailto:carroll.lloyd@nfp-resourcing.co.uk)

## Introduction

Our mission is to build a brighter future for children with special needs.

To enable us to achieve our mission we provide the following two core services:

1. A special school
2. A number of specialist children's homes and Positive Short Breaks.



Both core services support children and young people with a significant physical disability or with a profound and multiple learning disability, including autistic spectrum disorder.

Birtenshaw Children's Homes are specialist children's homes based mostly in ordinary family houses in the community. Our children's homes offer children with special needs full time or shared care, which can be on a long term basis, in a homely, caring environment.

Birtenshaw Positive Short Breaks can be provided in our main building in Bromley Cross, in a child's own home or an activity based within the community.

For more information about our care and education services, please go to <http://www.birtenshaw.org.uk>

Birtenshaw is a preferred provider of Bolton Children's Services Department for specialist care and education provision.

The Council purchases spot placements for children on an annual basis, as do:

- Lancashire County Council Children's Social Services,
- Flintshire Children's Services,
- Trafford Metropolitan Borough Council,
- Bury Education and Social Services,
- Bolton Metropolitan Borough Council,
- Rochdale Metropolitan Borough Council
- City of York Council.

## **About our Children's Homes**

### **Birtenshaw Children's Home**

Birtenshaw Children's Home is located at Bromley Cross, Bolton. The home provides up to nine placements for children with special needs and is divided into three sections: a detached house for up to three children with Autistic Spectrum Disorder, a self contained flat for one young person with a profound learning disability and a five bedded facility for children and young people with a significant physical disability, including complex health needs. The property is fully adapted to meet the needs of physically disabled children, including a lift and full track and hoist systems. The home benefits from its own spacious garden with various pieces of adapted play and learning equipment.

Placements at Birtenshaw Children's Home can be on a full time, shared care or short break basis.

### **Harley Avenue Children's Home**

Harley Ave Children's Home is a modern detached home in the Harwood area of Bolton that has its own private enclosed garden, spacious lounge with dining area, conservatory and separate kitchen. The home provides three placements for children and young people who have an Autistic Spectrum Disorder (or Autism).

### **Darwen Road Children's Home**

A spacious bungalow set in the Bromley Cross area of Bolton which provides three placements for children and young people who have a significant physical disability. The house has a large lounge, dining kitchen and newly constructed conservatory. All three bedrooms and the main bathroom are on the ground floor and are equipped with the latest equipment track and hoist systems. The home benefits from its own private walled garden. We are currently seeking to secure funding to create a sensory garden to enable children to make more use of the outside space.

### **Green Fields Children's Home**

Green Fields Children's Home is a large detached property set within the grounds of Birtenshaw's main site at Bromley Cross in Bolton. The home benefits from a spacious lounge and separate dining room, three large bedrooms and two bathrooms; it has been specifically tailored to meet the needs of children and young people with an Autistic Spectrum Disorder (or Autism). The home has its own enclosed private garden and children living at Green Fields also have easy access to the full grounds at Birtenshaw, including all the various pieces of adapted play equipment.

## **Benefits of Birtenshaw Children's homes**

- Our children's homes are typical family homes
- In a Children's Home children will be part of the local community
- The care teams provide a supportive and nurturing environment
- Our properties are fully adapted where necessary
- We provide a holistic service linked to Birtenshaw School's educational facilities
- Specialist health therapies are available if required

## **About our short breaks**

We provide Short Breaks for children and young people with a Learning Disability, including Autistic Spectrum Disorder and for children and young people with a physical disability or impairment including those with complex health needs.

Short Breaks at Birtenshaw can be for one day or one night, a weekend, a week or longer. They can be provided at Birtenshaw children's home, a child's own home or in the community.

Any element of a Short Break service can be linked to any other Birtenshaw service to ensure a completely child centred approach.

All children having a Short Break at Birtenshaw will be able to make use of fully accessible facilities and resources and will be supported by an experienced and skilled staff team.

At Birtenshaw, we believe that Short Breaks should be as enjoyable and positive as possible for each child and we will ensure that Short Breaks are tailored to the needs of each individual, maximising the enjoyment and benefits of the service for all children and young people as well as their families or main carers.

## **Benefits of Birtenshaw Short Breaks**

- One day or one night, a weekend, a week or even longer
- In a children's home, a child's own home or in the community
- Accessible facilities and resources
- Experienced and skilled staff support
- Can be linked to any other Birtenshaw service

## **Positive Activities at Birtenshaw**

Positive activities can be a one-off, every now and again or a regular event. Positive activities at Birtenshaw include: arts and crafts, music and drama, pony riding, cycling, canal boat trips and holidays.

Facilities at Birtenshaw include a hydrotherapy pool which can also be used as a leisure activity or a sensory session. Specialist equipment ensures that a wide range of children and young people with special needs can benefit from the use of this pool. A large secure garden with both sensory and play equipment means that there is always something fun to experience and play with.

The multi-sensory rooms, sensory integration room and play-safe room all provide a relaxing sensory experience, cause and effect play and provide a highly stimulating experience - full of lights, sounds and tactile play equipment.

The guiding principles of Positive Activities at Birtenshaw are:

- They should be realistic and achievable
- They should match a child's individual ability, personality and interests
- They should be a full sensory experience

## **Occupational Therapy at Birtenshaw**

The primary goal of occupational therapy at Birtenshaw is to enable children and young people with special needs to have the opportunity to participate in activities which give meaning and purpose to their lives.

The occupational therapist, working in cooperation with other members of the health, care and education teams, uses selected activities to reduce the effects of impairment or disability on an individual child. The activities used by the Occupational Therapist at Birtenshaw include sensory integration therapy, multi-sensory work, rebound therapy and more general activities such as cycling or pony riding.

The occupational therapist assists in reducing or removing any difficulty a child or carer might experience in daily living activities by assessing and arranging the provision of special equipment.



## **Benefits of Occupational Therapy**

- Improved sensory processing skills
- Development of fine and gross motor skills
- Development of independent living skills
- Involvement in meaningful activity
- Development of communication and social skills
- Improved wheelchair mobility

## **Speech and Language Therapy (Communication)**

Birtenshaw engages two specialist Speech and Language Therapists (SaLT):

One therapist specialises in working with children with Autistic Spectrum Disorder; the second therapist specialises in working with children with a significant Physical Disability.

- SaLTs work with children and young people on a one-to-one basis or in small groups
- SaLTs provide extensive staff training and monitoring
- SaLT is a Communication Aid: Augmentative and Alternative Communication Resource
- Signing (Signalong/Makaton)
- SaLTs support with eating and mealtime management

## **Benefits of Speech and Language Therapy to Children and Young People**

- Assessment of communicative need
- Appropriate intervention and support
- Individual child-centred approach

## **Physiotherapy and Hydrotherapy at Birtenshaw**

The main purpose of physiotherapy and hydrotherapy at Birtenshaw is to ensure that children and young people with special needs are physically enabled to lead fulfilled and independent lives.

This approach reflects the goals identified in the Department of Health National Service Framework for Children and Young People.



A holistic approach is used whereby the physiotherapist works closely with colleagues to promote physical wellbeing and independence for each child by maximising that individual's potential.

Once an initial assessment of each child has been completed the physiotherapist will formulate a treatment plan that selects from a wide variety of interventions.

These include:

- Postural management, including sleep systems, standing frames or other daytime postural management such as the Acheeva Learning Station
- Orthotics such as splintage
- Use of specialist adaptive equipment
- Disability cycling
- Physiotherapy
- Hydrotherapy

The multi-sensory interactive hydrotherapy pool is an especially beneficial therapeutic environment. It combines all the benefits of a warm water pool with a sensory experience that engages any child in a way that is completely unique and innovative.

### **Summary of benefits of Physiotherapy and Hydrotherapy**

- Promoting independence skills
- Improved function and gross motor skills including muscle strengthening
- Promotion of normal muscular tone and optimal joint ranges
- Using optimal positioning as a means of better accessing educational provision
- Psychological benefits such as boosting self esteem, relaxation and developing a sense of achievement

### **Music Therapy**

Music can be found in our everyday lives and everyone makes their own music - whether it be laughing, crying, singing or speaking. Music Therapy at Birtenshaw School uses this template, alongside psychoanalytic techniques, to help Young People create their own music.

Currently at Birtenshaw School, we are working towards:

- Encouraging vocalisations and singing within a musical structure
- Encouraging Young People to have an awareness of those around them and interact with them
- Creating a safe space where Young People can be heard and thought about therapeutically
- Supporting Young People towards targets as set out by the Multi Disciplinary Team
- and finally, encouraging Young People to express themselves in a fun and meaningful way

## **Special Education at Birtenshaw School (Est. 1956)**

We value all children and believe that everyone, regardless of ability, has the capacity to learn and develop. Special education is a central element of the extended range of services provided by Birtenshaw.

The School is divided into two streams: one for children with a physical disability and/or complex health needs; the other for children with a learning disability, including an Autistic Spectrum Disorder specific department.

Each stream has a number of class groups for pre-16 and 16 - 19 provision. Birtenshaw School is a caring community and committed to ensuring that all children are valued as individuals, treated with dignity and respect and have access to positive learning experiences within a supportive and motivating learning environment.

High emphasis is placed on the complimentary benefits of music therapy, health therapies and speech and language therapy.

### **Benefits of Special Education at Birtenshaw.**

- All children will have an Individual Learning Plan tailored to their specific learning needs.
- Access to a broad and balanced curriculum incorporating the National Curriculum and the Developmental and Sensory Curriculum.
- Education and learning is complimented by a range of specialist resources including a hydrotherapy pool with multi-sensory light and sound system, a multi-sensory room, a 'play-safe' room, a sensory integration room and a number of learning resources areas.
- Children are encouraged to be as independent and autonomous as possible.
- A holistic approach to children's learning and development.
- Services are based on 'ordinary life principles'.

### **Learning and training at Birtenshaw**

In October 2008 Birtenshaw set up a dedicated department for learning, training and staff development.

Our primary aim is to promote Continuous Professional Development (CPD) for all employees at Birtenshaw. We create learning opportunities and facilitate training on a wide variety of mandatory training requirements and other essential topics.

At Birtenshaw, we also support employees to have learning and training opportunities in topics that they are interested in, even if those topics are not essential to our core work.

## **CARE AND HEALTH SERVICES DIRECTOR – JOB DESCRIPTION**

<b>JOB TITLE:</b>	<b>Care and Health Services Director</b>
<b>DEPARTMENT:</b>	<b>Head Office</b>
<b>LOCATION:</b>	<b>Darwen Road, Bromley Cross, Bolton BL7 9AB</b>
<b>HOURS:</b>	<b>As required to carry out all duties notionally 37 hours pw</b>
<b>SALARY:</b>	<b>NJC 48 (£40,471) to NJC 52 (£44,300)</b>
<b>REPORTS TO:</b>	<b>Chief Executive</b>

### **Overall Purpose of the Job**

- 1.1 To provide the leadership and management for Birtenshaw's children's homes, short break service, related care services and allied health services that ensures that they exceed statutory requirements and that contribute to enabling the organisation to deliver on its mission of building a brighter future for children with special needs based on 'ordinary life principles'.
- 1.2 To lead the development of the charity's care services strategy that enables care, short breaks and allied health services to exceed minimum standards and to meet children's and families expectations in line with the organisation's vision, mission and objectives.
- 1.3 To provide the leadership that inspires and builds confidence for care services staff and allied health professionals, volunteers, partners, children, families and other stakeholders.
- 1.4 To hold lead accountability for the operational delivery and reporting of the charity's care, short breaks and allied health services to children.
- 1.5 To be responsible for the maintenance and development of care, short breaks and allied health services facilities to ensure that they are not only safe, but that they also provide the stimulation and the opportunities for children to develop and achieve.
- 1.6 To be responsible for the day-to-day management, leadership and motivation of line-managed staff including supporting recruitment, performance review, training and development.
- 1.7 To act as a member of the Directorate Management Team.

## **2. Principal Duties**

### **Planning**

- 2.1 Leading the development of the care and health services strategy with the involvement of Trustees, Directorate Management Team and other key stakeholders;
- 2.2 Leading the annual planning and budget-setting processes and translating strategy into an overall annual operational plan;
- 2.3 Monitoring budgets and reporting service delivery against key performance indicators;
- 2.4 Recommending future resourcing requirements based on trends and developments;
- 2.5 Ensuring that the charity structures and delivers its care and allied health services for children in compliance with regulatory requirements and keeping abreast of changes in professional practice, regulatory frameworks and relevant legislation.

### **Leadership**

- 2.6 Building effective relationships with strategic partners, contracting organisations and regulatory/professional bodies;
- 2.7 Making decisions within the limit of authority delegated by the Chief Executive, demonstrating accountability by taking account of stakeholder views;
- 2.8 Representing the charity to a variety of audiences in a variety of contexts;
- 2.9 Promoting a culture of excellence in the services provided;
- 2.10 Undertaking relevant professional development and bringing the learning back into the workplace.

### **Information management**

- 2.11 Ensuring that relevant care and allied health plans for each child are in place, kept up-to-date and reviewed regularly in consultation with children, families and professionals;
- 2.12 Ensuring that robust information gathering and storage measures are in place and maintained;
- 2.13 Ensuring compliance with data protection regulation and guidelines;
- 2.14 Monitoring the quality of record keeping at all levels and across the service;
- 2.15 Providing regular reports to the Chief Executive, DMT and Trustees as required, as well as to contracting organisations and other funders.

## **Facilities management**

- 2.16 Conducting regular risk assessments, taking appropriate action and reporting any issues that could potentially harm individuals and/or the organisation;
- 2.17 Ensuring that the Fire Plan for each site is regularly reviewed and that it is understood by staff, volunteers, visitors etc.
- 2.18 Putting in place emergency / business continuity and disaster recovery measures to safeguard individual well-being;
- 2.19 Overseeing the inventory of equipment and monitoring the replacement and renewal plans;
- 2.20 Keeping abreast of developments in the provision and maintenance of specialist equipment;
- 2.21 Negotiating best possible service level agreements and contracts with suppliers.

## **3. General Duties**

### **Line management**

- 3.1 Managing the performance of direct reports including setting individual and team objectives and key performance indicators;
- 3.2 Ensuring line-managed staff reports have the resources and skills to deliver quality services with a clear customer focus;
- 3.3 Demonstrating a commitment to the continuous professional and personal development of all staff;
- 3.4 Actively coaching and mentoring line-managed staff in relevant aspects of their role and their personal development;
- 3.5 Delivering training in areas of personal expertise.

### **Team work**

- 3.6 Championing the professional integrity of the charity and its work;
- 3.7 Identifying and contributing to organisation-wide business improvement and people-development initiatives;
- 3.8 Contributing to working parties
- 3.9 Operating in compliance with corporate policy and procedure as well as health and safety and employment legislation;
- 3.10 Undertaking other duties as required from time to time.

## CARE AND HEALTH SERVICES DIRECTOR – PERSON SPECIFICATION

Qualifications, Training & Experience	Essential	Desirable	Measured by
Senior-level responsibility for the strategic and operational management of range of integrated care and/or health services for children with special needs;	Y		Application Interview
Experience of working with people with a Physical Disability/Severe Learning Difficulty/Challenging Behaviour	Y		Application References
Experience of staff management/supervision	Y		Application Interview References
Experience of working in a children's services setting		Y	Application Interview References
Experience of partnership working		Y	Application Interview References
Relevant professional qualification in care or health services	Y		Application Certificates
Management qualification		Y	
Relevant degree		Y	
Evidence for ongoing relevant professional development	Y		

<b>Knowledge, Skills and Competence</b>	<b>Essential</b>	<b>Desirable</b>	<b>Measured by</b>
Relevant regulatory frameworks	Y		Application Interview
Awareness of Health & Safety Legislation and requirements		Y	Application Interview
Knowledge of standard financial and operational management practices and processes, e.g. project planning; staff management; performance management; managing financial information.	Y		Application Interview
Knowledge of the general provisions of employment and workplace legislation, e.g. Diversity, Contracts of Employment, Health and Safety, Risk Assessment.	Y		Application Interview
An understanding of Equal Opportunities and Anti-discrimination	Y		Application Interview

<b>Knowledge, Skills and Competence</b>	<b>Essential</b>	<b>Desirable</b>	<b>Measured by</b>
The ability to communicate effectively and professionally, orally, in writing and via use of IT systems.	Y		Application Interview References
The ability to manage budgets and to demonstrate numeric ability.	Y		Application Interview
The ability to plan, and direct the work of other staff	Y		Application Interview References
The ability to advise on the development of relevant training programmes		Y	Application Interview References
Effective time and task management skills		Y	Interview References
The ability to use ICT		Y	Application Interview

<b>Personal Attributes</b>	<b>Essential</b>	<b>Desirable</b>	<b>Measured by</b>
Ability to offer flexibility in working hours to ensure that the service operates at a high level at all times	Y		Application Interview References
There is a need to attend occasional evening Board and/or Committee meetings			
Strategic thinker	Y		Application References
High standard of personal and professional presentation	Y		References
<b>MISCELLANEOUS</b>			
Satisfactory, enhanced CRB disclosure	Y		Certificates
Current Driving Licence	Y		Certificates
Committed to working flexible hours to ensure that high standards of service delivery are maintained	Y		Interview References

## **How to apply**

Applications are received online at [www.nfp-resourcing.co.uk/birtenshawcare](http://www.nfp-resourcing.co.uk/birtenshawcare)

The format is CV and Supporting Statement. Your Supporting Statement should be around 1,000 words or two sides of A4, and it should set out how you meet the experience and knowledge requirements of the role.

Closing Date for completed applications: **10.00 a.m. Monday 1<sup>st</sup> March 2010.**

## **The selection process**

There is a two-stage interview process.

### **First interviews will be held on 9<sup>th</sup> or 10<sup>th</sup> of March**

Candidates taken forward from the first stage will be required to complete a personality questionnaire that has been designed to indicate an individual's preferred working style.

For more information about the QUEST profiler (eras ltd.) please go to:

[http://www.eras.co.uk/?p=products\\_quest](http://www.eras.co.uk/?p=products_quest)

Candidates will also be required to complete online verbal and numerical ability tests. For more information about the format and to complete practice tests, please go to:

[http://www.shldirect.com/practice\\_tests.html](http://www.shldirect.com/practice_tests.html)

### **Final interviews will be held on Thursday 18<sup>th</sup> March**

The Final Interview Panel will comprise:

Richard Sutherland: Chairman of Board of Trustees  
Eric Needham: Chairman of Care Health Committee  
David Reid: Chief Executive  
X 1 Trustee (tbc)

## **Location**

Interviews will be held at:

**Birtenshaw,  
Darwen Road,  
Bromley Cross,  
Bolton  
BL7 9AB**

## **Map**

[http://www.streetmap.co.uk/map.srf?x=372618&y=412827&z=0&sv=BL7+9AB  
&st=2&pc=BL7+9AB&mapp=map.srf&searchp=ids.srf](http://www.streetmap.co.uk/map.srf?x=372618&y=412827&z=0&sv=BL7+9AB&st=2&pc=BL7+9AB&mapp=map.srf&searchp=ids.srf)