



a stepping stone to independence

Assistant Director of Transformation

Thank you very much for your interest in this post.

On the following pages you will find details of the role, and the selection process to assist you in completing your application.

If you believe that you demonstrate our values and can bring something special to this role, then please apply now.

Please send your CV and supporting statement by noon on Monday 17th February 2025 to recruitment@stepping-stone.org.uk

CEO Welcome Letter

Despite challenges from the national housing crisis and economic pressures, SSP is dedicated to ending homelessness by 2034 with the support of its community, partners, and stakeholders.

As well as celebrating our 40th anniversary last year we were also delighted to celebrate our long-standing Chair, Sue Ashby who was awarded an MBE after 26 years' service to SSP, homelessness and charity work..

Our mission is to prevent homelessness, support independence, and transform lives. We do this by providing accessible services to support customers to secure and maintain independent accommodation as soon as they are able. We believe that everyone has the right to quality accommodation and services which help them to achieve their optimum level of independence.

Unfortunately, as homelessness in the UK has increased over the last 10 years and the stock of affordable homes gets ever scarcer, the need for SSP and like-minded organisations has never been greater. Hence We are investing to develop new affordable supported homes, with a growing range of partners, often utilising innovative delivery models. We are determined to do even more in the future.

This will of course require us all to work differently, so we can do more for less. We will also need to enable our customers and colleagues to better access our services and the help they need in new digital ways so that SSP will always be open. We are now investing heavily into developing this digital transformation.

SSP is driven by its heart and sense of purpose and we pride ourselves on our caring, committed, compassionate, collaborative and creative culture. Our colleagues live our PRIDE values of being professional, respectful, inclusive, dynamic and excellent every day. Colleagues and customers are our biggest asset. We hugely value both and are investing even more into developing and rewarding them, enhancing working for SSP and into Growing Our Own. I am delighted this was recognised when we achieved the Investors in People Gold standard in 2022.

We also continue to grow and evolve our successful apprenticeship programme and we are extremely proud that one of our apprentices was shortlisted for the apprentice of the year award at Rochdale Business Awards and that SSP have been shortlisted as apprentice employer of the year at the upcoming Rochdale Training awards.

We also believe that what we do should help transform customers lives and are committed to do more to achieve this. We have a small but growing team dedicated to adding extra social value into everything we do, securing the additional donations and funding we need and engaging with our customers and communities. Our Employment Support Advisor is assisting our customers to get on the employment ladder. We continue to invest to reduce our environmental impact by introducing and embedding hybrid working practices, providing pooled electric vehicles and piloting air source heating systems and PV panels at SSP owned homes.

I hope you can see that going the extra mile is what we do as standard and I think we often make the impossible, possible.

Our continuing growth, diversification and success, along with forthcoming legislative and regulatory changes, mean we now need additional committed, passionate and expert senior management capacity. As a member of our strategic leadership team the successful candidate will help drive and lead our business transformation programme to ensure that we can continue to work in partnership to lead, campaign and influence decision-makers to do more across the region.

So if you want to work for a purposeful, value-driven, resilient and resourceful organisation and you have the skills and experience required to lead us to:

- innovate and develop new homes and services;
- further improve our services and ensure they are the best;
- fully comply with new legislative and regulatory requirements;
- deliver excellence, invest into our colleagues and grow our own;
- add social value to everything we do;
- work collaboratively with partners and customers to deliver our aims and objectives and campaign to end homelessness

Then I hope is right for you and you will apply.

Enclosed is a range of information which will hopefully give you a flavour of the sort of organisation we are and the culture within which we operate. If you think you would like to be part of this and part of helping us shape our future then we look forward to receiving your application.

Yours sincerely



Chief Executive Officer

About us

Stepping Stone Projects is a North West based charity providing accommodation and support to care leavers, people who are homeless and those currently at risk of losing their home.

At Stepping Stone Projects, we believe that everyone has the right to good quality accommodation, and the kind of support that will allow them to reach their optimum level of independence.

By offering a range of stable short and longer term accommodation with both on-site and floating support services, we aim to help our customers develop the skills, knowledge and confidence they need to secure and maintain independent accommodation.

Our purpose mission and values

Our vision, mission and values are the foundation of our success, we exist to provide quality homes and services to prevent homelessness and transform lives, we do this by empowering vulnerable people to live independently and thrive.

Our PRIDE values support how we go about doing this on a day to day basis:

Professional

Respectful

Inclusive

Dynamic

Excellent

Our colleagues helped us to develop our PRIDE values and our colleague forum worked to make them tangible by including examples of both positive and negative behaviours for all of our values. The full detail of our PRIDE behaviours can be found at the end of this document.

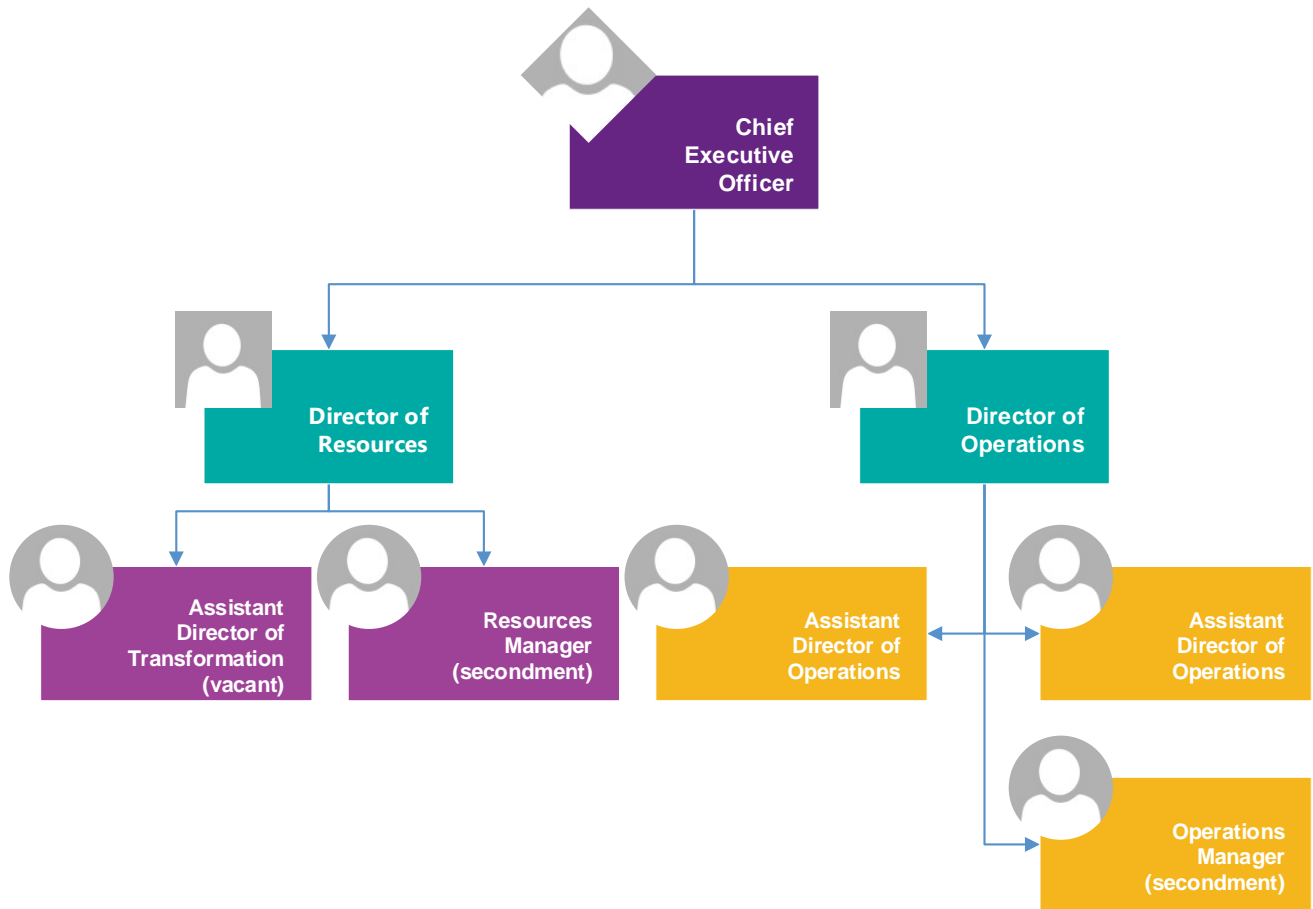
Our history

We were originally set up in 1984 in partnership with Rochdale Council to provide accommodation and support for vulnerable people at risk of homelessness in and around the Rochdale area. Since then, Stepping Stone Projects has successfully expanded, and we now offer our services to people across all of the North-West.

The majority of our support services are commissioned and funded by local authorities across the region who regularly assess the quality of our services and ensure that we continue to achieve positive outcomes with our customers.

Our support services are aimed at helping our customers to develop the skills, knowledge and confidence they need to maintain a stable home and a structured lifestyle before assisting them in the process of securing or retaining permanent independent accommodation.

Structure of the Strategic Leadership Team



Role Description

Role title:	Assistant Director of Transformation
Location:	The Quadrant, Heywood
Reporting to:	Director of Resources
Hours of work:	37.5 hours per week
Salary range:	Fixed salary – £61,400 per annum

Role Aims:

- To assist the Director of Resources to plan, lead and manage transformational strategies to ensure legislative compliance whilst delivering the highest possible standards of services for customers and meeting organisational goals.
- To project manage major tendering and bidding processes, regulatory registrations and inspection, major service development and any take-overs of services or organisations.
- To deputise for the Director of Resources as required.

Key Responsibilities:

- Successful development and delivery of cross-cutting transformation programmes to ensure continuous improvement in service delivery and performance across the organisation.
- Instil an effective and robust project management culture across the organisation.
- Develop and nurture strong, positive relationships with key stakeholders to ensure engagement and delivery of change.
- Ensure excellent and robust governance arrangements across all change programmes and projects that support delivery of SSPs strategic plan.
- Explore emerging business models and consider if digital solutions can provide efficiencies that support our customers and the organisation to ensure that we deliver our goals.
- Support SSP to use business intelligence, data and customer insight to learn, improve and make the best decisions we can.
- Deliver high impact communication internally and externally to enhance our reputation as a great provider of supported accommodation with high levels of colleague engagement.
- Improve current processes and optimise organisational procedures for efficiency and productivity.

- Collaborate on the development and delivery of the strategic plan for SSP keeping a focus on our goals and social purpose.
- Leading the functions within the Business Transformation team so that they support the organisation to deliver our strategic goals. These functions include:
 - Digital Transformation
 - Policy & Assurance
 - Central Referral Team & Access to Services
 - Marketing & Campaigning
 - Customer Engagement & co-production
- Role model and champion the SSP culture and PRIDE values to embed our ethos as an agile, customer focussed, high performing organisation.
- Act as an external ambassador for SSP representing the organisation at networks, strategic meetings with other partner agencies, public organisations, regulators and funders.

Other Duties

- Be aware of and work within agreed organisation policies and procedures, including the SSP Code of Conduct and the safeguarding of children, young people and vulnerable adults.
- Be responsible for the health and safety of oneself and colleagues in line with agreed policies and procedures.
- Perform your duties in accordance with equality and diversity best practice and policy.
- Undertake all other duties and responsibilities as considered appropriate by the Line Manager, in accordance with the general responsibility level of the role.

Key Terms and Conditions

The role

Assistant Director of Transformation

Remuneration

£61,400 per annum (fixed salary)

Annual holiday entitlement

25 days, plus all public holidays. An extra days leave per year is awarded every April where one full years' service has been completed up to a maximum of 30 days annual leave.

Working hours

Normal hours of work are 37.5 hours per week based around the usual business working week. However, due to the seniority of this post there is a requirement for flexibility in meeting the full responsibilities of the post. Attendance at occasional evening meetings will be required.

Probation period

6 months

Location

Your normal place of work will be our office at Heywood, No 2 the Quadrant, Green Lane, OL10 1NG, but occasional travel across all our operating areas is expected.

We operate a hybrid working environment and are happy to discuss this with interested candidates.

Key dates and the selection process

Closing date: noon Monday 17th February 2025

Interviews: **Tuesday 4th March 2025**

PRIDE behaviours

		Positive	Negative
Professional	Knowledgeable Consistent Specialist Informed Adaptable	Fully understands their area of work. Always tries to give their best. Has the appropriate qualifications/experience to do the job. Always prepared for meetings Manages workload to meet changing priorities.	Will not check or seek help if unsure. “Goes through the motions” at times. Doesn’t take training seriously. Thinks “blagging it” is the way to go. Won’t deviate from plans whatever happens.
Respectful	Honest Trustworthy Fair Equality Reliable	Being open and truthful when dealing with colleagues. Is consistent in their behaviour and communication. Treats everyone as individuals Considers all when recognising achievements Always does what they have promised.	Talks about people behind their back. Tells “different stories” about the same thing Has favourites Is regularly late for meetings Always needs reminding to do things
Inclusive	Supportive Non-judgemental Approachable Empathetic Confidential	Always available to help colleagues Treats all equally; fair and unbiased. Has an ‘open door’ policy for colleagues and customers. Feels/shows genuine interest when dealing with people. Deal with information in line with policies and procedures.	Only interested in getting their work done Makes their mind up in advance Does not listen to, or give due consideration to, suggestions from colleagues / customers. Doesn’t try to see other points of view. Talks about customers with no reason.
Dynamic	Positive Energetic Diligent Passionate Pro-active	Has a “can do” attitude Always “full of beans” Will work ‘above and beyond to complete a project’ e.g. move in of new customer. ‘Wears heart on sleeve’ when promoting the organisation. Tries to solve problems and find solutions	Always sees a reason not to try something new Brings negative energy to situations. “Clocks off at 5” whatever the situation Doesn’t believe in SSP or our customers Waits for others to make things happen
Excellent	Innovative Determined Resolute Strong Creative	Challenges the status quo with new ways of working. Won’t be easily put off or side-tracked Sticks to their beliefs and values Always advocates for SSP and our customers. Listens when talking to others and suggests improvements.	Never questions things that don’t work Never accomplishes what they set out to do Takes the easy way out if the going gets tough Gets “browbeaten” by others Never suggests a new idea