



# Director of Care

**(inc. RI)**

Children's Residential Care



# A bit of background



**Thanks for taking time to look over this pack and learn more about Capacity, Juno and the person we're on the search for. Before we jump into what Juno is all about, and who we're looking for, let me tell you a bit about the organisation behind this project, Capacity.**

Capacity is the North West's leading public service redesign agency. The organisation prides itself on really moving forward on the projects that matter: the ones that make the biggest impact on the lives of everyday people. Setup in Liverpool in 2015 the organisation is fiercely proud of its ability to understand local people and places, keeping

them involved in projects along the way. Our team have worked with LCR Local Authorities to co-design this new model with care experienced young people, developing the business plans and securing investment to get the project up and running. We will continue to work closely with Juno as it develops, sharing learning and 'back office' support to make sure that Juno is the best it can be.

As a development team, we're only at the start of our Juno journey and it's a very exciting time for us. We're well on our way to making the ideas of all those young people we consulted a reality, but now we're at a critical point of our project where we need to get the right organisational leader on board - that's where you come in!





03

Every day across Liverpool City Region, a child is placed in residential care. Like any child, that young person needs a safe and happy place to call home where they can enjoy their childhood. At the moment, there aren't enough suitable placements locally, so more than half of children are placed outside of the City Region, away from their families, friends, schools, and communities that are so important to them.

Juno exists to make sure that children needing residential care across Liverpool City Region find a home where they can thrive. Over the next five years, we plan to open ten local homes for children, starting with our first home in Wirral, opening later this year.

By partnering with Local Authorities to identify the gaps in current residential provision, Juno is working to make sure that children can be placed in homes that can give them the support that they need. Residential care can offer amazing opportunities for children

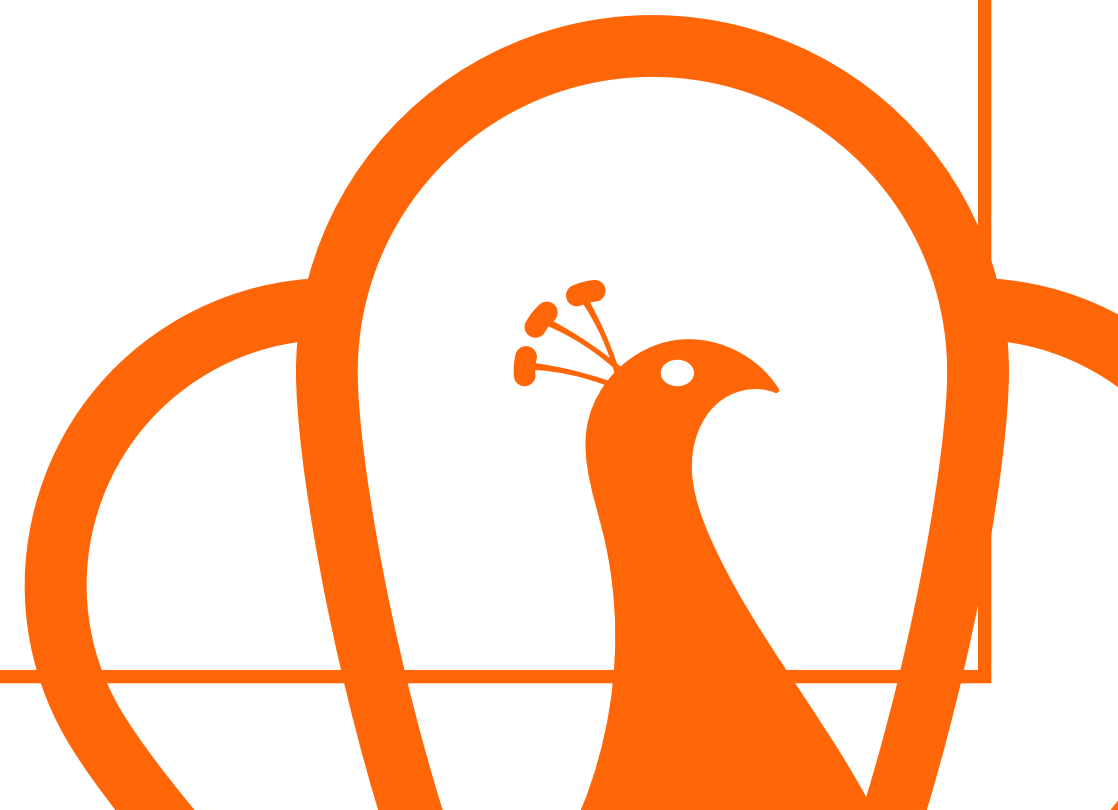
and we believe it shouldn't be seen as a 'last resort' – it's a great option for young people who don't want a 'new family', or who would benefit from the support of trained professionals - but it has to be done in a different way.

Through Juno, we'll bring love and joy to young people who live in our homes. Our homes will always be welcoming, warm and friendly – and so will our staff, who we'll train and retain to invest in our young people for the long term.

Encouraging young people to speak up about what's important to them is a central part of Juno. Care-experienced young people have told us that, above everything, they want to feel safe, known, and loved - and that this isn't something that residential care has always been able to provide for them. We're partnering with ThemPra to train our team to prioritise these things using Social Pedagogy ideas and approaches that are working well in other parts of the UK and Europe, and we're

bringing them to Liverpool City Region so that our young people in residential care can benefit from them too.

We're an ethical, not-for-profit organisation; as a social enterprise, Juno's priority will always be social good over personal profit. Juno will be part-owned by the team who run it, so decisions about the organisation will be made by people who are part of Juno's everyday life. What's more, Juno's profits will be reinvested to improve support for children who come into care, and into projects that help families to stay together.





04 The job description and person spec below should give you a real feel for the person we're after. You don't necessarily need to have done this exact job before, but you do need a solid background in Children's Social Care and an understanding of the legal role and responsibilities in this position. We're looking for a Director of Care who's bought into the values and aims of the project. It's not only about the usual 'safe pair of hands', and, although we know policies, procedures, risk management and experience are important, they're not the things leading this recruitment for us. We're looking for someone who is open minded and ready to challenge some of the norms in the system, using ideas that are relatively new to the UK but tried and tested in other parts for the world.

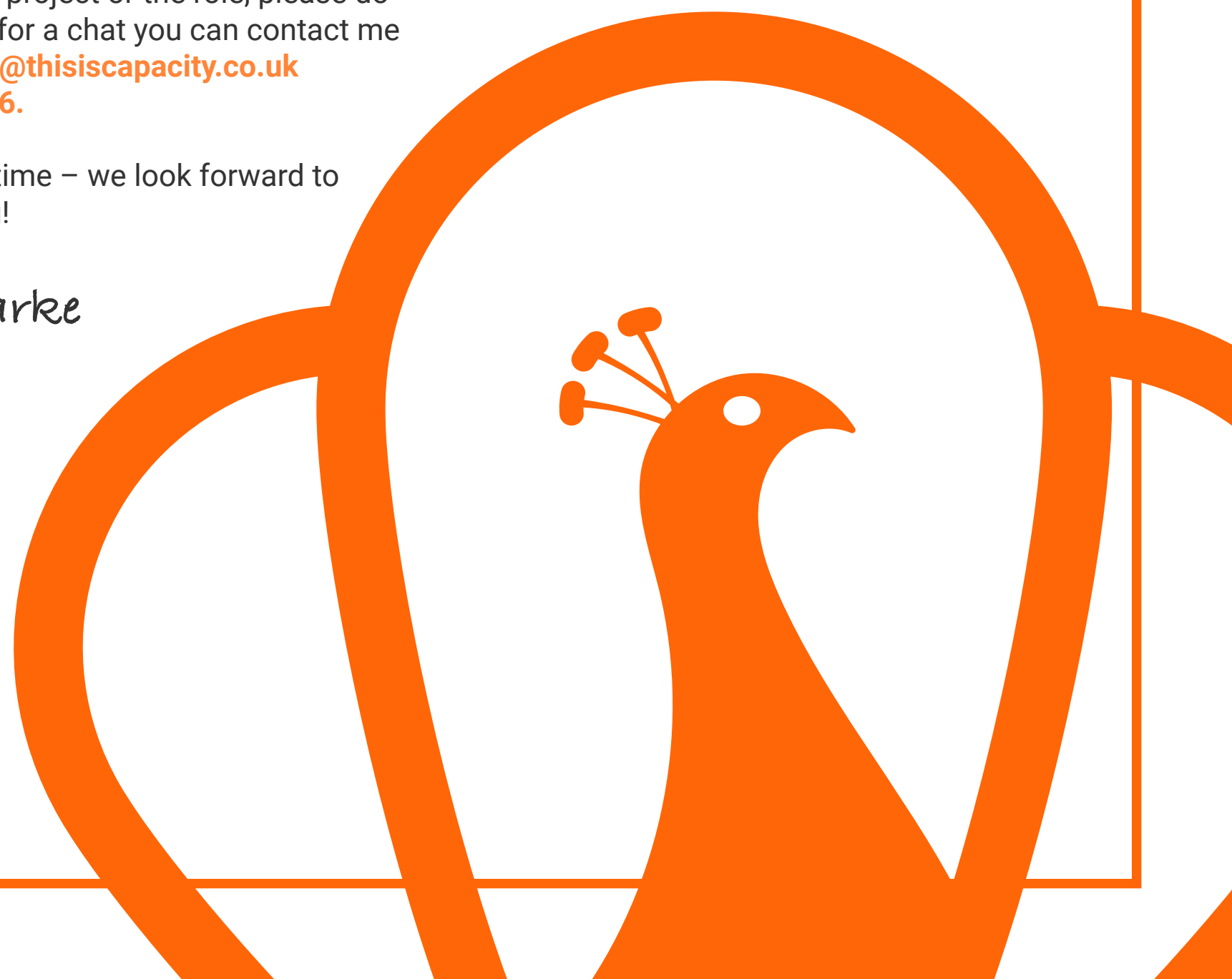
We've secured the funding that Juno needs to be an impactful, sustainable social enterprise. We've found our first home and a team of builders are busily renovating the property, with everything on track to open in

Winter 2022. All we need now is the team of committed, caring people who will bring the vision to life, starting with our Director of Care.

If you have any questions about the organisation, the project or the role, please do just get in touch for a chat you can contact me on [sophie.clarke@thisiscapacity.co.uk](mailto:sophie.clarke@thisiscapacity.co.uk) or **07891 085 986**.

Thanks for your time – we look forward to hearing from you!

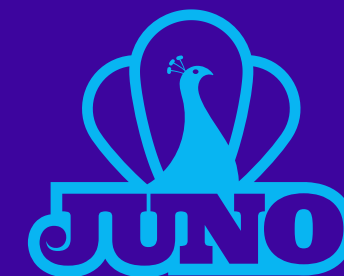
*Sophie Clarke*





# About We Are Juno CIC

We are Juno CIC is a new not for profit company opening high quality residential care homes for children and young people in Liverpool City Region.



# Why are we here?

Our vision is to make sure that children who can't live with their own families find a home locally where they can thrive. To do this, we will create a network of social enterprise homes for children across the region with innovative approaches to care and profit that will significantly improve the life chances of children.



We want children in Juno homes to feel safe and loved. We will support all aspects of young people's emotional, physical and educational development, using a model of care rooted in social pedagogy.



We will help more children stay local to their schools, families and communities by continuing to work closely alongside LCR Local Authorities.

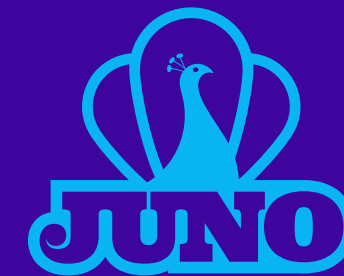


By modelling new ways of working, repositioning children's homes as effective longer-term care rather than a 'last resort', and creating opportunities to share learning, we want to drive up care standards across the sector.



We want to offer alternatives in the residential market so that it's no longer dominated by 'for profit'. As a social enterprise, we'll use our profits for good, reinvesting them into projects further upstream that prevent local children needing residential care.

# What we want to achieve



In Juno, we'll bring love and joy to young people who live in our homes. Our homes will always be welcoming, warm and friendly –and so will our staff, who we'll train and retain to invest in our young people for the long term. Social Pedagogy will sit at the heart of our philosophy of care.

Encouraging young people to speak up about what's important to them is a central part of how we work. Care-experienced young people have played a leading role in the design and development of Juno and have told us that, above everything, they want to feel safe, known, and loved - something that residential care has not always been able to provide for them.

This is what we're committed to achieving and we will keep the insights and experiences of children at the heart of our practice, plans and decision making so that what's right for children leads everything we do.

As a social enterprise, Juno's priority will always be social good over personal profit. Juno will be part-owned by the team who run it, so decisions about the organisation will be made by people who are part of Juno's everyday life. What's more, Juno's profits will be reinvested to improve support for children who come into care, and into projects that help families to stay together.

# Juno Values



## **We do it as equals**

We listen well and are kind to each other.

We focus on what people can do, not what they can't.

We learn, grow and develop together.

## **We're one team**

We share responsibilities and decision-making wherever we can.

We're not afraid of putting in hard graft.

We know we can't do it all alone, so we build great relationships where everyone can use their skills.

## **We are real**

We genuinely care about each other.

We don't overcomplicate things.

We're open and honest about what is and isn't working.

## **We bring joy**

We make sure every child experiences delight and happiness.

We celebrate success.

We have a lot of fun while we get things done.



# What we're most proud of...



09 Considering we only setup in November 2020, we're really proud of what we've achieved so far. To give you a flavour, to date we've....

- Worked with care experienced young people across Liverpool City Region and local authority commissioners to design a new model of care that will offer higher quality experiences for children.
- Completed an extensive Feasibility Study and Business Plan for Juno, including a detailed 5 year financial plan.
- Incorporated 'We are Juno CIC', appointed a Board of Directors and established a working governance structure.
- Developed a network of local and national partners who we'll work alongside to share skills, learning and support.
- Secured kick start social investment to launch our first homes.
- Secured over £500K in grant funding for Juno
- Developed property partnerships with local registered social landlords who will work with us to secure and develop brilliant homes for children.
- Secured a partnership with Steve Morgan Foundation, who will work with the team to design and build fit-for-purpose properties for Juno.
- Secured our first property in Wirral, with building work now underway.
- Continued to work closely with children and young people to develop the organisation, from co-designing our brand and core messaging to playing key roles in recruitment of our team.

Lots of the work that's contributed to these achievements has been completed by the team at Capacity, who have set up and incubated Juno as part of their wider mission to make public services people services.



# Where we are going

If you're wanting to work alongside us, you're probably going to want to know a bit more about where we're headed. To give you a sense of what we think the future could look like if we get things right, by 2026.

10



We will have supported 40+ children and young people in our care to feel happy, safe, purposeful and secure in their relationships.



We will have driven up the service quality across children's residential provision locally.



We'll have a team of over 100 well-supported, well-paid adults providing world class care for young people and feeling highly valued by the organisation.



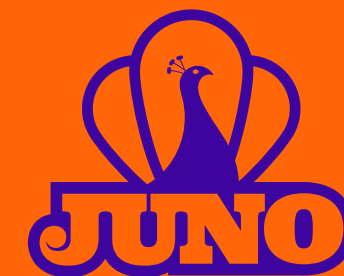
We will have created a sustainable financial model with ethical pricing commitments and reinvestment of any surplus that supports Early Help and Prevention projects for families, as well our children and front line staff.



We'll have contributed to strategic transformation of children's residential services and improved access to high quality care in the Liverpool City Region.



We'll have made a social value contribution to our local communities.



# Where we are going

Most importantly, we should be delivering what care experienced young people have told us most needs to change, meeting their expectations around people, properties, support and the undermining model of care in Juno:

11



## The Homes

"Most homes are like institutions, with locked doors, cheaper furniture and no privacy."

"We want cosy, homely environments that look and feel like a family home."

"I want space to be really mine - safe and personal."

"Let me live in safe neighbourhoods in a home that blends in with the local community."

"I'd like a garden and areas to play and relax."

"I'd like my biological family to come and spend time there too."



## The Team

"Emotionally intelligent and not afraid to love children."

"Able to do what's right for us, not just what's easy or less scary."

"Consistently there, for the long haul."

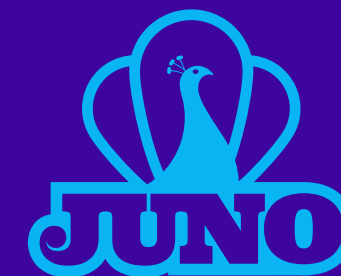
"Connecting me to other people and places."

"Willing to go above and beyond, encouraging me and catching me if I fall."

"Not distracted by paperwork."

"Part of diverse, committed teams."

# Director of Care - Role Spec



## Place of work

Liverpool and  
Wirral, Merseyside



## Job Terms

Permanent, flexible  
(0.6FTE – 1.0FTE)

We are looking for somebody who wants the very best for children and young people to take the lead in the development of our homes, never shying away from a challenge and always having the young people we support at the forefront of their mind.

If you're right for this role, this should sound like you...

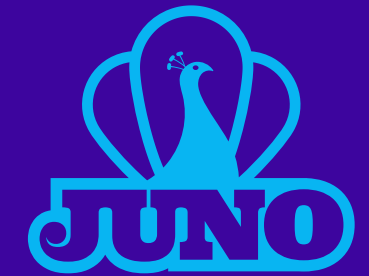
- You believe in equality and that no one is better than anyone else - that children have the right to be treated respectfully as equals by the adults around them. You're always showing this in your day job and beyond.
- You truly understand that care is a 'doing word' and that the change we want to make at Juno relies on working with, not doing to, people.
- You see and understand what's not working within the current care system and you're motivated to support every person in Juno (young person or adult) to thrive. You may have come across the concept of social pedagogy before, but even if you haven't, you'll want to learn more about it, practice it and constant checking in with these principles.
- You have a strong track record leading impactful teams and projects in Children's Social Care; you'll understand the importance of working in line with standards and regulation, whilst pushing for meaningful change.
- You're a great leader, with splendid planning, people and supervision skills. You use these to create a safe environment and a real learning culture.
- You are reflective, you're always learning, and you know that no-one is the 'finished article'.
- You're a brilliant communicator, able to inspire people to change their behaviour and approach depending on the situation they are in and who they are speaking to.
- You're able to use this perspective to keep calm with things feel challenging.
- You embrace a culture of innovation and are excited to be part of the team creating a new organisation at this challenging time.
- You push for creativity and make 'doing things differently and better' the norm.
- You're a people person and want to work with others and build strong relationships with them. You'll feel excited at working across-different sectors with lots of different people (with loads of different backgrounds) and organisations including Local Authorities, local VCSE organisations and national care partners.
- You're very organised ('a place for everything' and all that), hard-working and flexible but you always know the needs of the children and young people come first. You'll pay attention to those big and small things that tell young people we care about them.
- You're very good at (and motivated by) solving difficult problems; you won't wait to be asked and remain strong and positive when things get tough.
- You will also have these important qualifications, experience and knowledge:
  - Senior Leadership role in Children's Residential Care, Children's Services or Education
  - Strong knowledge of Ofsted and relevant legislation, including the Children's Act, the Care Standards Act 2000, Children's Homes (England) Regulations (2015) and the Quality Standards 2015

# Director of Care



We don't need or want a lone soldier; you will be a key part of a brilliant, committed team (both internally and externally) who are driving this project forwards. Because you'll be here before we open our first home, you'll have a real opportunity to shape what we do and how we do it; we're most likely going to need to help our team "unlearn" old, less effective ways of doing working in the sector. The way of the current system means this will be as (if not more) important as helping the team to learn new ways of doing things; you'll walk the talk and have a deep, unrelenting commitment to show love, bring joy and encourage each young person to take the lead in their own life.

# So, what's the job then?



Juno is a fresh and new approach to children's residential care so the detail around the 'what' is going to be developed with you, the team and the young people you support. There will of course always be a number of key elements that are core to running a safe and effective children's home and these are listed below. You'll note they're not just 'what' you will do though, really key is how you do it.

As Juno's Director of Care, your main day to day will include:

## **Leading on the thinking and doing:**

Working closely with Capacity's Director of Children and our team of partners, you will be responsible for delivering Juno's strategy, building our organisational infrastructure and setting up the systems and processes that will allow us to establish and run effective, impactful children's homes. You will create the systems and plans that work in harmony with the social pedagogical practices underpinning Juno's approach and contribute towards the culture and ethos of the home. You'll report to Juno's Board of Directors and be supported by an operational Project Group, creating a caring culture that meets children's needs and responding effectively when things don't go to plan. You will refine key policies and practices that meet our goals and current care legislation. You'll also work with our builders and care-experienced young people to make thoughtful decisions about the home environment as we design and develop fit-for-purpose homes for young people.

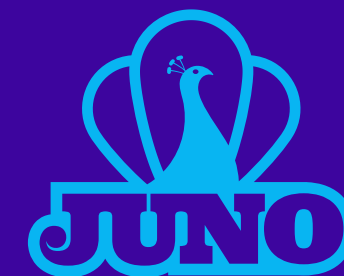
## **Developing and looking after our relationships with partners.**

Juno has been co-designed in collaboration with a range of partners and care-experienced young people. As Director of Care, you will continue to develop positive and productive relationships with a wide range of people and organisations to support young people to do the things they're passionate about, have confidence and real purpose in life. This will include Local Authorities, the NHS, VCSE partners and the communities around our homes.

## **Getting the right team and building their skills**

Working with the team, you will design and lead recruitment processes at Juno and you'll manage the Registered Managers of our homes. One of the most important parts of this project is having the right people on board and supporting them to be the best they can be. You'll ensure we always recruit a diverse team of people who are driven by values and able to 'bounce back' and remain positive on challenging days. You will think creatively about recruitment, how we advertise, the processes around it and help us to develop a second-to-none induction as we welcome people to the team. You'll work closely with the Capacity team and key partners to design and implement a comprehensive learning and development programme that works with our team from day one and meets our vision and values.

# So, what's the job then?



## Keeping the project moving forward and well managed

Juno is a brand-new organisation, so like all start-ups, there is a lot to do and we'll need all hands-on deck! In addition to having RI status with Ofsted, you'll be overseeing the bigger stuff like budgets, high level and day to day planning and supporting your homes' Registered Managers. At Juno, sometimes we all need to work on projects which don't immediately seem to have a connection to the job description – that's how we create change. You'll have huge amounts of scope to shape the role and the way that Juno evolves over time, so lots of room to be creative and make decisions and plans for yourself in your way!

## People who will be great candidates for this position will be

Criteria	You've got skills
<b>Personal Attributes:</b>	<ul style="list-style-type: none"><li>• You have a real commitment to making the world a fairer place and improving the lives of children and teenagers</li><li>• You have an ability to build trust and equal relationships with people from a whole range of backgrounds and life experiences</li><li>• You're excited by and able to lead positive change in both organisations and projects</li><li>• You're honest, genuine and open, and know where your weaknesses and sensitivities are (everyone has them).</li><li>• You're a grafter, you're organised and happy to work under pressure</li><li>• You love being part of a team and are great at leading people and keeping focus on their goals.</li><li>• You're committed to what we're trying to achieve at Juno (the vision and values) and you're fully bought into the principles of social pedagogy (even if you don't know loads about it yet).</li><li>• You're always striving for the very best in care and support for children and young people</li><li>• You're calm, reflective and committed to ongoing learning (and un-learning!)</li><li>• You're patient: you'll understand that as a new social enterprise setting up our homes from scratch, there's lots we need to do in terms of recruitment and getting the properties right before we can open our first home (likely Winter 2022).</li></ul>

# So, what's the job then?



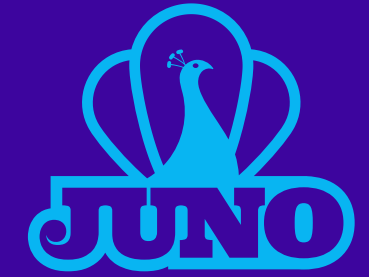
People who will be great candidates for this position will be

Criteria	You've got skills
<b>Skills &amp; Abilities:</b>	<ul style="list-style-type: none"><li>• You've lots of experience managing teams that are making real differences to the lives of care-experienced children and young people</li><li>• You've played a key role in achieving Good or Outstanding status with Ofsted</li><li>• You're experienced in solving difficult, organisational challenges (and enjoying it!)</li><li>• You're able to prepare and understand financial information</li><li>• You're a great communicator and love to collaborate with others</li><li>• You've got lots of knowledge around the policies and procedures needed for children's residential care and can help us bring them to life.</li><li>• You're know your way around a computer (in particularv Microsoft Office software)</li><li>• You can make decisions when you need to (even if they're difficult ones).</li></ul>
<b>Qualifications &amp; Experience:</b>	<ul style="list-style-type: none"><li>• You've worked for at least 5 years in services for children in a senior leadership position</li><li>• You've got a good understanding of how to balance the legal bits of running of a children's home against following values and doing what's 'right' to meet the needs of young people.</li><li>• You know how to push the boundaries and challenge the norms of this model of care and do things in safe, but better, more creative ways.</li></ul>





# The Package



Every strong relationship goes both ways, so we are offering the successful person some great benefits and the wider opportunity to learn and grow with Juno.

**Salary:** £60,000 - £70,000

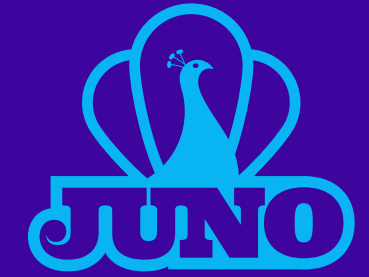
## Flexible working:

As our first home isn't open yet, we can offer some flexibility in terms of FTE, starting at 0.6FTE. The role will be based around 9-5 working hours, but we know that that isn't always realistic, both for 24-hour care services and also for people who have families and other responsibilities to work around. Therefore, we'll encourage flexible working, as long as the hours are covered and the job is done well and safely. The nature of the Responsible Individual status means that you will have to be on call for emergencies, but we'll develop back-up plans with you so that you don't feel overloaded.

## Great benefits

- Juno CIC has a staff ownership business model: you'll play a central role in governance and decision making and drive the vision and values of the home in every aspect of its development
- You'll get plenty of holidays - 27 days+
- We'll give you world-class Social Pedagogy training, therapeutic coaching & mental health support and will be committed to your ongoing learning and development
- You'll have broader leadership development opportunities at Juno grows
- You'll get a good workplace pension; we offer a Salary Sacrifice Pension approved by the Pensions Regulator and we'll match up to 4% of contributions
- You'll be supported by a core team committed to improving the quality of care in the UK with you

# The Package

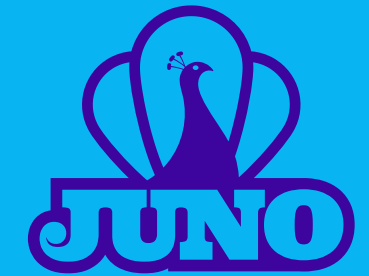


## A great team around you:

As Director of Care, you will receive direct support from colleagues in Capacity, who are committed to supporting you and the care team so that we collectively achieve the very best for children and teenagers in our care. This team aims to take away some of the tasks that take time away from your direct work with young people, including

- A Director overseeing Juno's Strategy, Impact, Vision and Values
- A Development Manager securing grants, social investment and property
- A Recruitment and Communications Lead helping find great people and tell our story
- A Financial Management and HR Support Team
- A Clinical Psychologist who will work with the Juno Team and young people in our care
- A Workforce Development Partner who will train and support the team

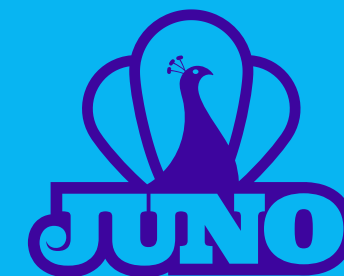
# The Recruitment Process



## What can you expect from the recruitment process?

- When you apply, we will ask that you share an up-to-date CV and to answer several questions that help us to understand your values, skills, and what you've done before. You can send a written application and CV or use video or drawings if you'd prefer. We'll also invite you to a "getting to know us" session, which we hope will give you a chance to get to know us and to see if you feel we are right for you.
- If it feels like a great potential fit, you'll be invited to a first interview. This session is as a chance for the Juno team and you to get to know each other, and where we hope to get a real sense of who you are and what you're about. The interview will focus on your values and personal attributes.
- After this (if everything is still going swimmingly) we'll use a second stage to gain a deeper understanding of your experience and skills from a number of perspectives. We will ask you to prepare a short presentation, to attend a session with young people, to take part in a Safer Recruitment interview and you'll also meet with Juno's Project Group and Directors for a skills and expertise interview.
- Depending on what we discuss in your interviews, we may also invite you to take part in additional tasks or activities. We'll be open about these areas as we go through the process with you and create plenty of space for thoughts, questions or ideas that you might have along the way!

# The Recruitment Process



## Application questions

Using up to 500 words per question, please answer the following questions, in addition to sharing your CV.

1. We are here to make change in children's residential care, to disrupt existing models that are not working for the young people they support. We create children's homes that stimulate heads, warm hearts and hold the hands of the young people they are there for. Tell us about a time when you've led an approach that has improved the quality of children's care and the impact it made on children and young people.
2. We'd like to hear about your personal vision for Children's Residential Care. What do you think brilliant care looks like? What do you most want to change about the existing system?
3. Tell us what you most value in your work? What do you find most difficult?
4. Why would you like to work for Juno now?

**We'll be open to applications until Thursday 28th April 2022.**



# Equality, Diversity & Inclusion at Juno

“

**Everything  
I have ever  
done wrong  
is on a piece  
of paper.  
Everything  
I've ever  
done right,  
isn't.**

**- Jake**

At Juno we are committed to celebrating and including the valuable contribution that people from all backgrounds have to offer.

We are working to eliminate discrimination and promote equality of opportunity in all aspects of our relationships, regardless of age, cultural background, class, disability, ethnicity, gender, sexual orientation, gender reassignment, faith, working patterns, language, union activity, or individual health status.

Our recruitment process is governed by our Equality and Diversity policy which contains processes and responsibilities to ensure that your recruitment journey is fair and unbiased.

**We're committed to continually improving our practices and welcome any feedback by phone or email.**



# Assistance, adaptations & adjustments

If there are any adaptations or adjustments we can make to assist you in your application or with our recruitment process, please let us know via:



[sophie.clarke@thisiscapacity.co.uk](mailto:sophie.clarke@thisiscapacity.co.uk)



07365 262 976