



Harington Gardeners Operations Manager Job Application Pack

Job Title: Harington Gardeners Operations Manager

Closing Date: Monday 17 June 2019 at 9am

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1. Job Description

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|-------------------------|---|
| JOB TITLE: | Harington Gardeners Operations Manager |
| HOURS: | 37.5 hours a week (8am – 4.30pm) including occasional weekend duties and attendance at evening meetings as required |
| REPORTING TO: | Scheme Manager |
| RESPONSIBLE FOR: | Supervisors, Assistant Gardeners and Work Experience Learners |

MAIN FUNCTIONS

To ensure the efficient operation of Harington Gardeners, whose aim is to provide intermediate horticultural employment and training for people with learning difficulties and/or disabilities.

To ensure the integration and development of this provision with other Harington training programmes with the aim of improving the employability of all learners.

To develop supported internship and employment opportunities through the commercial and community activities of Harington Gardeners, who provide a garden maintenance and landscaping service on commercial lines and work with community groups to improve parks and open spaces.

To manage health and safety for Harington Gardeners and the maintenance of the site and resources.

To line manage Supervisors and Assistant Gardeners, including regular structured supervision, training and effective performance appraisal.

To work as part of the Harington management team to deliver the aims and objectives of the charity and specifically to contribute to organisational health and safety management.

MAIN DUTIES AND RESPONSIBILITIES

1. Management and Delivery of Contracts

- Supervising and carrying out garden maintenance at customer premises with a team of Assistant Gardeners and work experience trainees.
- Liaising with project partners and planning, delivering and monitoring horticultural projects in local parks and open spaces.
- Dealing with day-to-day enquiries from current and potential customers/partners. Visiting customers/partners and preparing estimates for new landscape and maintenance work. Negotiating new contracts and implementing annual price reviews.
- Monitoring contracts/projects on a regular basis to ensure that work is carried out to a satisfactory standard. Dealing with customer complaints.
- Preparing weekly work and activity schedules for Supervisors and Assistant Gardeners. Maintaining accurate records of work carried out and labour utilisation.
- In conjunction with administration staff, ensuring that materials and equipment for contracts are ordered and delivered according to schedule.
- Marketing and promoting Harington Gardeners, including advising on the preparation of leaflets or PR work required for the Gardeners.

- Ensuring accurate-record keeping for any external funding initiatives.

2. Training Programme

- Developing on-the-job training and progression plans for Assistant Gardeners that will enhance their employment prospects at the end of their time with the Harington Gardeners.
- Ensuring that Assistant Gardeners and work experience learners have a full induction and good quality training sessions, as necessary, to support them in their roles and increase their employability.
- Ensuring that Assistant Gardeners and Supervisors are given adequate instruction and supervision to enable them to develop their skills and carry out work to an acceptable commercial standard.
- Ensuring that all staff carry out monitoring and reviewing of Assistant Gardeners and work experience learners according to set timescales.
- Liaising with the Recruitment and Progression Team and Vocational Team Leader to co-ordinate work experience, provide feedback on work experience learners and support the progression of Assistant Gardeners into further employment.
- Providing regular assessment opportunities and witness statements for learners and Assistant Gardeners who are working toward qualifications.
- Supporting the development of new Supported Internship provision that will primarily focus on the delivery of community/grant-funded projects in open spaces.

3. Financial Management

- Helping with the preparation of budgets and progress reports for the management team and advising your line manager on operational policy regarding Harington Gardeners' activities.
- Ensuring that all customers are invoiced on a monthly basis for labour and material costs incurred. Advising on action to be taken with regard to bad debts.
- Implementing cost and budgetary controls to ensure that budget targets are met and maximising the use of staff and resources.

4. Health & Safety Management

- Being responsible for health and safety at Harington Gardeners and supporting health and safety management for the organisation as a whole.
- Carrying out and updating risk assessments as required, including risk assessment of individuals and work sites.
- Ensuring that all contracts are delivered within the remit of the Health & Safety at Work Act and associated regulations.
- Arranging regular checks and maintenance of tools and machinery.
- Ensuring vehicle checks are carried out and that all vehicles are serviced regularly.

5. Management And Administration

- Line managing and developing of staff and volunteers within the team. This must incorporate regular supervision (usually monthly) and annual appraisal.

- Motivating and supervising team members including the delivery of comprehensive inductions for new team members and encouraging team working between team members and other staff.
- Preparing or contributing to the preparation of reports on all matters relating to the Harington Gardeners to internal and external stakeholders.
- Contributing to the management team on all aspects of organisational development.
- Being fully responsible for the maintenance of personal health and safety and the development of safe working practices.
- Undertaking regular performance monitoring against delivery/work plans and taking a leading role in the monitoring and evaluation of grant-funded projects in conjunction with project partners and the Development Manager.
- Providing cover for other managers as necessary and arranging the provision of staff cover, if necessary, at the training centre.
- Carrying out any other tasks that may be required commensurate with the grade.

NB: Office time is allocated to allow these duties to be carried out. However, it is expected that a significant proportion of the Operation Manager's week will be spent working with Assistant Gardeners on contract work and working with community partners on project work.

SALARY: £32,290 - £34,858 per annum

HOURS: 37.5 hours a week (8am - 4.30pm) plus occasional weekend duty and attendance at occasional early evening meetings for which time off in lieu are granted.

ANNUAL LEAVE: 25 days (rising to 30 days after 5 years)

This job description will be reviewed annually.

2. Person Specification: Harington Gardeners Operations Manager

| Selection Criteria | Essential / Desirable | Assessment Method |
|--|-----------------------|-------------------|
| Qualifications | | |
| Horticultural or landscaping qualification at HND level or similar and proven experience of horticultural work | E | AF/C |
| Qualification in managing health and safety at work | D | AF/C |
| Management or other relevant professional qualification | D | AF/C |
| A1 Assessors award, teaching or coaching | D | AF/C |
| Hard landscaping experience and/or qualification | D | AF/C |
| Knowledge | | |
| Demonstrable knowledge and understanding of health and safety legislation requirements and managing health and safety at work | E | AF/I |
| Skills and Abilities | | |
| Ability to lead, plan and develop a gardening maintenance business and experience of providing estimates for horticultural work | E | AF/I |
| Competence in using horticultural tools and machinery and an understanding of maintenance requirements | E | AF/I |
| Excellent customer service skills and ability to work with customers and community partners to plan and deliver horticultural projects | E | AF/I |
| High levels of energy and enthusiasm and good interpersonal skills | E | I |
| Good standard of written/verbal communication and numeracy skills | E | AF/I |
| Excellent report-writing skills | E | AF/I |
| Basic administrative skills including IT skills | E | AF/I |
| Experience | | |
| Proven experience of managing and supporting staff and working as an effective member of a management team | E | AF/I |
| Experience of and/or ability to coach and train young people at work | E | AF/I |
| Experience of working with people with learning disabilities and/or learning difficulties | D | AF/I |
| Other | | |

| | | |
|---|---|----|
| Commitment to ensuring the safeguarding and wellbeing of children and vulnerable adults and ability to follow safeguarding procedures | E | I |
| Knowledge of and a strong commitment to equal opportunities | E | I |
| Full, clean drivers licence | E | AF |

ASSESSMENT METHOD KEY: AF = Application Form, C = Certificate, I = Interview

This post involves working closely with young people and vulnerable adults therefore appointment will be subject to an Enhanced DBS Disclosure with Barred List checks.

Please ensure that you describe how you meet all essential criteria in your application.

3. Guidance Notes For Applicants

We will only accept applications made on our standard application form.

Introduction

Staff selection at Harington is achieved by following a set of policies and written procedures that ensure consistency and fairness in recruiting the right person for each job. The selection panel shortlists all candidates for interview by producing a person specification for each job that contains the essential requirements for the post, and also the desirable qualities.

Only applicants who can demonstrate that they have the essential requirements for the post will be called for interview. Desirable qualities may be used for making a decision, or for arranging training for the successful applicant on entry.

Application Form

The application form is designed so that the information for shortlisting i.e. sections 7 to 10 can be detached and copied to the panel. Your completed application form is the only basis for considering your initial suitability for the post. No assumptions will be made about your experience or skills. This guidance is provided to help you to complete the application form effectively.

Please complete all sections of the application form. Incomplete applications may not be accepted. Additional sheets may be used if there is insufficient space.

Read through each section of the application form carefully.

Applications received after the deadline on the closing date will not be considered.

NB: Details of your employment and education (sections 6-8) may be attached in the form of a CV, if the CV covers all of the details requested. However the remaining sections of the application form must be completed and submitted with the CV.

1. Personal Details

Make sure that your name, address and telephone numbers and email are legible.

2. References

You must give your present or most recent employer as one of your referees. Internal candidates should give the name of their line manager. If you are currently in education, please give your tutor as a referee. If you have not been employed, you may wish to give the name of someone who can comment on your ability to do the job. You may not give the name of a relative as a referee.

3. Disclosure of Criminal Record

As part of Harington's safer recruitment process Harington operates a strict pre-employment vetting process which includes a Disclosures and Barring Service (DBS) check. Successful applicants seeking to work with children and/or young people will be required to undergo an Enhanced DBS (Children and Adults) which will include a check against the barred list. It is essential that you complete this section accurately as failure to declare previous convictions may prevent your employment if it subsequently becomes apparent that you do, in fact, have a criminal record. Any

employment offered will be subject to completion of a DBS check and receipt of a satisfactory Disclosure certificate.

4. Other information

The driver's license question need only be answered if it is mentioned on the essential or desirable criteria for the job.

5 Declaration

Read the declaration and data protection statement before signing. All applications must be signed and dated by the applicant. Electronic signatures will be accepted.

6. and 7. Present and Past Employment

Starting with the most recent, list all the employers you have worked for and provide details of the job title and the period you worked for them. This information may be used to assess whether you meet the experience requirements for the post. Please list any break in employment, giving reasons.

8. Education, Qualifications and Training

Starting with the most recent, in each section please list qualifications and training. You may continue on a separate sheet if necessary. This information may help assess whether you have a relevant qualification or meet some other requirement.

9. Supporting Statement

This is the most important part of your application, where you can make a case for your selection. Use the space to tell us how your experience, skills and training enable you to meet each of the essential selection criteria. Make sure your statement is positive and clearly set out. You may wish to use headings to divide the statements you make. Continue on a second sheet if necessary.

If you do not address each of the essential criteria specifically, you may not be shortlisted for interview. Look at the person specification again and satisfy yourself that you have fully covered all the requirements listed.

Do not repeat your career history, use only the relevant parts. In considering your experience remember all previous work, consider other relevant experience outside work such as community/voluntary/leisure and other interests. In representing your skills and abilities, specify your own responsibilities not those of the workplace and give examples of achievements.

Please email your completed application to: jobs@harington.org.uk

Or post to:

Staff Recruitment
Harington
55a Cholmeley Park
London N6 5EH

Interview

Candidates should make every effort to be available for the time of the interview as it may not always be possible to reschedule the time. Candidates should prepare for interview by thinking about how their experience, skills and accomplishments are relevant to the post and think of any questions they may wish to ask. It may also be helpful to visit our website: www.harington.org.uk or read our most recent inspection report on the OfSTED website.

Depending on the seniority of the post, candidates may be asked to prepare a presentation and/or a task as part of the interview process. If this is the case you will be notified in advance when you are informed of the interview date and time.

Candidates will be interviewed by a panel of two to three people. Interviews last from 20 minutes to one hour, depending on the seniority of the post. All candidates are asked the same core questions (relevant to the post applied for), with supplementary questions asked by panel members as appropriate. There will also be an opportunity for the candidate to ask questions.

When answering questions, you should give the interview panel a full picture of how your experience and skills fit the post. If you cannot answer a question, please do not be nervous about saying that you do not know or need further explanation. Members of the panel will take notes during the interview.

4. Frequently Asked Questions

What is Harington?

Harington is a unique learning programme for people, mainly young people, with learning disabilities and/or difficulties to help them into employment, further education or a more rewarding life through appropriate learning opportunities. There is a focus on employability and most learning programmes aim to help learners to develop skills to take the next step toward employment or more independent living. Set up as a charity by the local community in 1980, Harington is situated in North London and attracts learners from all over the capital.

There are four strands to the training:

- The Horticultural Training Scheme prepares people with learning difficulties and/or disabilities for work, finds them employment and supports them in their new jobs
- Harington Gardeners is a supported employment initiative offering a stepping-stone for those who cannot go straight into work
- The Day Service provision offers horticulture of a therapeutic nature to adults with a learning disability or mental health support needs
- The Foundation Skills provision equips young people with the basic skills needed for employment, self-direction and personal development

Every learner has an individual programme of activities to support their personal development and skill needs. The majority of learners are found a job or further training when they leave and Harington supports them and liaises with employers for as long as is needed.

What range of learning difficulties/disabilities does Harington cater for?

Our learners are mainly young people aged 16-24 with a wide range of learning difficulties and disabilities which may include:

- Moderate learning difficulties
- Severe learning disabilities
- Autistic spectrum condition
- Emotional/behavioural or mental health difficulties
- Other disabilities or difficulties e.g. epilepsy, sensory impairments, physical disabilities, dyslexia or dyspraxia

What is the aim of the Harington Gardeners? How does it operate?

Harington Gardeners is part of the charity. It offers employment, training and work experience to young people with learning difficulties, aiming to increase their gardening skills and employability and ultimately to move them into permanent employment elsewhere. Harington Gardeners also offers work experience to learners on Harington's main training programme.

It employs 6-10 Assistant Gardeners (young people aged 16+ with a wide range of learning difficulties), two supervisors and one manager. Assistant Gardeners are usually recruited from Harington's learning programmes and have undertaken some horticultural training, usually at or below Level 1.

Harington Gardeners operates as a garden maintenance company. It currently has 55 annual maintenance contracts with a range of customers including schools, churches, businesses, private households and estates. In addition it carries out grant-funded horticultural projects to improve local open spaces. The sales incomes is approximately £110,000-£120,000 per annum. Grants and donations are used to supplement the sales income.

What are the main challenges of the job?

The work is very rewarding but also quite demanding as many of the young people we work with require a lot of support, mentoring and coaching on a day-to-day basis with work routines, motivation and appropriate work behaviour, social contact, safety and dealing with personal problems. We have found that personal qualities such as patience, understanding, empathy, a sense of humour and a caring nature are essential in working with learners with learning difficulties as well as a supportive team approach.

The other main challenge is balancing the needs of the business and gardening customers and the aims of the project. Customers expect the same level of service that they would receive from any gardening firm. The Assistant Gardeners need a realistic, but supportive, work environment in order to prepare for further employment, and meeting customers' needs in terms of both quality and speed should help to prepare them for progression, but this can be challenging as they are effectively being trained on the job. Part of the Operation Manager's role is to ensure that the right balance is struck so that customers are satisfied and the young people receive good quality training and support as part of their employment package.

What is Safeguarding?

Safeguarding is a term used to denote the duties and responsibilities that those providing a health, social or education service have to carry out/perform to protect individuals from harm. It applies to children (age 0-18 years) and adults.

A more specific definition of safeguarding children is as follows: The process of protecting children from abuse or neglect, preventing impairment of their health and development, and ensuring they are growing up in circumstances consistent with the provision of safe and effective care that enables children to have optimum life chances and enter adulthood successfully.

Working at Harington

We are a small, well-established charity with a beautiful site in Highgate Village, North London. There is a friendly and welcoming atmosphere that was described by OfSTED as an "inclusive learning community". Over the years we have set ourselves high standards and expectations in delivering outcomes for our learners and this has led to the achievement of consistently good grades on inspection. The success of Harington depends on our staff working closely and flexibly, communicating well and supporting each other. We have a staff team of 46.

Our work is very rewarding but also quite demanding as many learners require a lot of support, not only with learning but with daily routines, social contact, safety and dealing with personal problems. Patience, understanding, empathy, a sense of humour and a caring nature are essential in working with people with learning disabilities and/or difficulties, as well as a supportive team approach.