

# CROYDON COUNCIL

## ROLE PROFILE AND PERSON SPECIFICATION

**DEPARTMENT:** Health Wellbeing and Adults

**DIVISION:** Operations

**JOB TITLE:** **Service Manager (Integrated Care Teams)**

## ROLE PROFILE

**Job Title:** Service Manager (Integrated Care Teams)

**Department:** Health Wellbeing and Adults

**Division:** Operations

**Grade:** Grade 17

**Reports to:** Head of Service

**Responsible for:** Team Managers (Localities)  
Integrated Care Teams  
(Hospital Social Work Team) Delete if not applicable

**Role Purpose and Role Dimensions:**

Croydon council is taking a place based approach, focusing on localities, prevention and early intervention, and taking a whole family, strengths based community led support (CLS) approach; working alongside residents and their families to maximise their life chances and outcomes. This role operates within that context.

To implement and manage the Locality/Hospital Teams within Adult and All Age Disability Services taking a lead role in developing the interface across locality and hospital services. The function will bring together a range of initiatives that will support the delivery of a place based model of care that builds resilience in service provision, supports prevention and targeted interventions. To enable care and support that is person centred, resident led and aligned to wider national requirements.

The work will be delivered using the CLS approach and this role will be responsible for implementing and embedding that approach across all teams and services under this remit.

The Service Manager will lead the strategic direction and culture of the locality teams. This will require you to develop strong partnership working through the Croydon Alliance, Clinical Commissioning Group, Public Health England.

To be responsible for ensuring that the work of the service

complies with all relevant legislation and statutory guidance including, but not limited to the Care Act 2014, the NHS Act 2006, the Mental Health Act 1983 (as amended in 2007), the Mental Capacity Act 2005 and the transformation agendas for health and social care.

To enable the Council to achieve its corporate objectives of providing integrated whole family preventative support while reducing the direct costs to the Council of providing such support.

To work with all services to improve the resident experience through innovative and creative service improvements

To deputise for the HoS in their absence.

### **Commitment to Diversity:**

The council has a strong commitment to achieving equality of opportunity in its services to the community and in the employment of people. It expects all employees to understand, comply with and promote its policies in their own work, undertake any appropriate training to help them to challenge prejudice or discrimination.

### **Key External Contacts:**

- Police
- GP's
- South London & Maudsley Mental Health Trust (SLAM)
- Voluntary & Community Sector partners
- Department of Work and Pensions
- Department of Health
- Office of Public Guardian
- London Councils
- Public Health
- Members of Parliament
- The Ombudsman
- Other Councils
- Professional societies
- Housing Associations/ Registered Social Landlords
- All social welfare groups, including Citizens Advice
- Members of the public
- Clinical Commissioning Groups
- Croydon University Hospital and other hospitals

This post has a leading role in ensuring partnership working and liaison to ensure that statutory duties and services are provided to all customer groups and to ensure cost savings to the council.

**Key Internal Contacts:**

- Members of the Council
- Senior Managers Teams across internal Departments
- Adult Social Care/Alliance, Commissioning. Performance Leads, Financial Leads.
- Children's services
- Principal Social Work
- Principal OT
- Corporate Business Partners
- Legal.
- Director of Adult Social Care and All Age Disability.
- Internal Audit

**Financial Dimensions:**

- Working with the Head of Service Health, Wellbeing and Adults, be responsible for monitoring, reporting and accounting for the service budget in accordance with Council policies and procedures/financial plan.
- Manage complex financial negotiations, reconciliations, determination of liability and reimbursements.
- Provide strategic contribution to funding management.
- Ensuring that managers and staff follow the Council's financial procedures and standing orders

**Key Areas for Decision Making:**

- Working with the Head of Service Health, Wellbeing and Adults, be responsible for monitoring, reporting and accounting for the service budget in accordance with Council policies and procedures/financial plan.
- Manage complex financial negotiations, reconciliations, determination of liability and reimbursements.
- Provide strategic contribution to funding management. Ensuring that managers and staff follow the Council's financial procedures and standing orders

**Other Considerations:**

This is a description of duties and responsibilities of the post at the date of production .The duties may change over time as requirements or circumstances change and other duties become necessary.

**Is a satisfactory disclosure and barring check required?**  
[\(click here for guidance on DBS\)](#)

**Enhanced DBS and adults barred list**

**What level of check is required?**

**Is the post politically restricted**  No  
[\(Click here for guidance on political restriction\)](#)

**Is the post exempt from the Rehabilitation of Offenders Act (ROA) 1974**  
[\(Click here for guidance on ROA \)](#)  No

**Key Accountabilities and Result Areas:**

**Drive the strategic and operational implementation of Integrated Locality Teams and ambition to deliver proactive and preventative services to the right place, right residents at the right time, using the community led support approach**

**Key Elements:**

This will involve:

Leading and championing the community led support approach to deliver and develop social care support

Planning and managing programmes of change and projects designed to improve service outcomes.

Ensuring that residents are related to in a person centred and strengths based way, using the CLS approach

Ensuring a responsive, customer-focused approach in the delivery of social care services to residents in hospital and in the community.

Identifying, engaging and aligning internal teams and external agencies that could improve the response to residents engaged in Adult Social Care and All Age Disability services.

Working collaboratively with partner agencies and stakeholders to support and influence the development and implementation of Croydon Alliance, ICN and out of hospital initiatives across the locality.

Maximising opportunities for integration and challenge the way services are delivered. Establish options for improving performance to ensure high quality of service delivery and putting the resident at the centre of the pathway.

Demonstrating evidence of change management skills when working across organisational and professional boundaries.

Reflecting national and local priorities which have maximum impact in meeting need within local communities across Croydon.

Managing a range of assigned resources to ensure continuous improvement in service delivery.

Being the main point of contact on relevant issues from stakeholders, such as local Councillors and MPs, have oversight of all complaints and compliments and ensure timely and appropriate responses.

Overseeing the planning and organisation of the locality teams, ensuring all performance targets are individually and collectively met, and overall service objectives are achieved.

Leading and participating on any shared services models.

Leading on designated areas of budget monitoring, ensuring that all aspects are recorded and reported accurately and in a timely fashion to inform financial decision-making at a more senior level.

Being responsible for completing Government returns and other questionnaires as requested from outside agencies ensuring that they are completed on behalf of the Council in an accurate and timely manner.

Continually evaluating value for money and fully participating in all benchmarking forums.

Seeking a digital solution to all future projects and procedure reviews.

Leading and attending relevant managers meetings and ensuring regular communication with all staff in your service area.

Achieving agreed service outcomes and outputs and personal appraisal targets, as agreed by line manager

**Promote the development of culture and behavioural changes within the principles of CLS in the Locality/Hospital Teams. Lead and manage the**

This will involve:

Championing the development of an organisational culture which is positive, forward looking, performance and customer focused.

**relevant workforce.**

Promoting an honest and open working environment.

Thinking laterally and challenge constructively.

Strong and motivational leadership to ensure all staff are informed and understand their roles, creating an environment where staff can excel.

Championing the CLS approach and supporting and empowering staff to make and sustain the necessary culture change

Developing staff to make autonomous professional decisions appropriate to their level of experience.

Leading on the development of skill mix teams in areas of responsibility.

Supporting and developing staff, ensuring that objectives are progressed and achieved.

Ensuring that there are clear communications with and well defined accountabilities for all line-managed staff.

Developing a robust performance management culture where competence and conduct issues are addressed in a timely way. Ensure that the relevant members of staff comply with Social Work England Standards of Conduct and the roles and functions of a Social Worker

Management of staff to demonstrate challenge and resilience in new ways of working.

Championing research and evidence informed practice and responding to the learning needs from audit, analysis and serious case reviews.

Ensuring that all line managed staff have appropriate training in Safeguarding and DoLS and have oversight of complex safeguarding decisions made in teams. Ensure the reputation of the Council is upheld in any subsequent legal setting

**Develop a strong performance management culture within the localities which links to Corporate and locality aspirations, business goals, local need and contributes to public sector reform and new**

This will involve:

Ensuring that services delivered are effective and efficient within a framework of continuous improvement.

Analysing service provision and leading on innovative solutions to address workflow and procedural issues.

## **ways of working.**

Reducing cost for the Council through strategic use of legislation; income maximisation, effective welfare rights advocacy, linked to charging policies.

Preparing the business case in relation to service improvements and to meet changes in legislation.

Considering the wider departmental and corporate needs in developing effective strategies.

Managing high levels of organisational risk relating to social work, making decisions in the most complex and prominent cases.

Working with the Head of Service, review all audit finding and implement agreed and recommended changes. Prepare for policy changes and ensure teams have provided evidence for inspection and peer reviews.

Leading and being responsible for robust planning and development processes to ensure that, service review and change management practices are in place

Being responsible for ensuring systems are in place for involving stakeholders, the public, residents and carers in the planning, securing and monitoring of health and social care services.

Ensuring that all line-managed staff have clear individual and team objectives, which are regularly monitored at all levels, in order to deliver corporate and operational objectives.

Ensuring planning, commissioning and performance management systems and all progress reporting mechanisms provide for effective use of resources and demonstrate rigorous risk management.

Ensuring a consistent approach to improve the health of people across Croydon and reduce health inequalities across the locality.

Ensuring compliance with GDPR, Freedom of Information and Caldicott requirements, particularly relating to the planning and development of public sector services. The post holder must be aware of the Human Rights Act making sure all residents receive a fair and just hearing

**Ensure all functions are supported by robust and**

This will involve:



## effective information and budget management systems.

Working with the Head of Service, playing a leading role in the ongoing development and streamlining of financial management processes through the use of IT.

Being responsible for ensuring robust quality measures are in place and adhered to.

Management of budgets that are efficient and effective and that line managers you have responsibility for fully understands budget positioning.

Utilising pooled/ aligned budgets where appropriate and developing joint arrangements which ensure cohesive and robust service delivery.

Using and assisting others in the use of information technology systems to carry out duties in the most efficient and effective manner.

## Confidentiality

- Treating all information acquired through employment, both formally and informally, in confidence. There are strict rules and protocols defining employee access to and use of the council's databases. Any breach of these rules and protocols will be subject to disciplinary investigation. There are internal procedures in place for employees to raise matters of concern regarding such issues as bad practice or mismanagement.

## Data Protection

- Being aware of the council's legal obligations under the Data Protection Act 2018 (the "2018 Act") and the EU General Data Protection Regulation ("GDPR") for the security, accuracy and relevance of personal data held, ensuring that all administrative and financial processes also comply.
- Maintaining customer records and archive systems in accordance with departmental procedures and policies as well as statutory requirements.
- Treating all information acquired through employment, both formally and informally, in accordance with the **Workforce Data Protection Policy**.
- There are strict rules and protocols defining employee access to and use of the council's databases. Any breach of these rules and protocols will be subject to disciplinary investigation. There are internal procedures in place for employees to raise matters of concern regarding such issues as bad practice or mismanagement.

## **Contribute as an effective and collaborative team member**

This will involve:

- Participating in training to demonstrate competence.
- Undertaking training as required for the role.
- Participating in the development, implementation and monitoring of service plans.
- Championing the professional integrity of the service.

## **Health and Safety**

- Being responsible for own Health & Safety, as well as that of colleagues, service users and the public.
- Employees should co-operate with management, follow established systems of work, use protective equipment and report defects and hazards to management.
- Managers should carry out, monitor and review risk assessments, providing robust induction and training packages for new and transferring staff, to ensure they receive relevant H&S training, including refresher training, report all accidents in a timely manner on council accident forms, ensure H&S is a standing item in team meetings, liaise with trade union safety representatives about local safety matters and induct and monitor any visiting contractors etc., as appropriate.

# Person Specification

**Job Title:** Service Manager (Integrated Care Teams)

**Essential knowledge:**

- Advanced knowledge of relevant national and local government legislation, policies, standards and good practice that are relevant to adult residents in Croydon who may be in need of social care particularly relating to the Care Act, Mental Health Act, Mental Capacity Act, safeguarding adults at risk. A good understanding of housing, welfare reform, NHS Developments, child protection and think family issues.
- An excellent knowledge of Social Work Practice theory and its application.
- Knowledge of communities and political context in which they work.
- Knowledge of local government finance and governance systems.
- A knowledge of “asset based” social work, including the community led support approach.
- A knowledge of the needs of frail older people including those who have dementia
- The post-holder will hold a relevant health or social care qualifications and maintains her/his CPD profile

**Essential skills and abilities:**

- Excellent, strong leadership and relationship management skill.
- Build effective partnerships with internal departments and external agencies
- Ability to lead, motivate and inspire.
- Ability to empower staff to make culture change and embed the CLS approach to social care
- Financial management and monitoring
- Ability to respond flexibly to changing priorities and achieve positive outcomes within a changing and technical legislative environment.
- Ability to understand, analyse and report on information provided in a variety of formats.
- Ability to use business analytics, Office, CRM and computerised financial systems.
- A clear understanding and commitment to take effective action to promote equality and the value of diversity in service delivery and employment
- Ability to plan, manage and monitor work programmes, to organise own and team’s workload, maintaining high quality delivery, and achieving set deadlines and targets.
- Ability to communicate in a variety of styles, including the production of reports and other forms of communication materials, on complex issues to a wide range of audiences in an appropriate and succinct manner.
- Ability to build effective working relationships and inspire the confidence of elected members, business people, decision-makers, community leaders and local people
- High standard of ethical and personal conduct

**Essential experience:**

- Experience of working in a social care or health environment.
- Extensive management experience of large, complex public facing teams / services.
- Experience of professional supervision and appraising staff including all HR related activity attached to team management.
- Track record of leading teams of front line staff.
- Able to work dynamically and proactively to foster a culture of taking preventative actions and supporting personal responsibility.
- Experience of community led support or a willingness to learn
- Track record of developing and implementing effective schemes for monitoring, managing and consistently achieving high levels of performance and quality in service delivery in health /social care services.
- Significant staff and budget management experience.
- Project management, particularly of managing complex and multiple projects involving national, regional and local stakeholders.

**Special conditions:**

May be required to work outside of core hours, including evenings, as needed in line with the operating model and changes to service delivery.

Will be required to participate in the council's civil emergency exercised and be part of the 24-hour call out in the event of system failures or corporate crisis.

Post holders that have a valid driving licence are able to either provide or use a car for work purposes or join and use the council's Zipcar scheme.

Updated February 2021 (Community Led Support)