

# CROYDON COUNCIL

## ROLE PROFILE AND PERSON SPECIFICATION

**DEPARTMENT:** Health Wellbeing and Adults

**DIVISION:** Gateway Services

**JOB TITLE:** **Team Manager (Adults Front Door)**

## ROLE PROFILE

<b>Job Title:</b>	Team Manager (Adults Front Door)
<b>Department:</b>	Health Wellbeing and Adults
<b>Division:</b>	Gateway services
<b>Grade:</b>	Grade 15
<b>Reports to:</b>	Service Manager
<b>Responsible for:</b>	Social Workers Health & Wellbeing Assessors/Officers Adults Front Door Social Work Team.  To deputise in the absence of the Service Manager
<b>Role Purpose and Role Dimensions:</b>	<p>Focusing on prevention and early intervention, and taking a whole family, strengths based community led support approach, work alongside residents and their families to maximise their life chances and outcomes.</p> <p>Using the Community Led Support resource wheel and other strengths based, person centred resources, hold good conversations with people to help people identify their strengths, gifts and abilities and those of their families, friends and communities.</p> <p>Help to connect people with people and with communities to support a good life.</p> <p>To be responsible for the operational management of the social workers in the adults 'front door'. Manage the social workers in an integrated, skill mixed and multi-disciplinary team with a focus on proactive and preventative services to residents, carers and communities in Croydon.</p> <p>To work closely with the Service Manager, council colleagues and other external professionals in the adults 'Front Door'. In particular to support embedding cultural and behavioural changes which ensure holistic and positive outcomes for residents and that appropriate services are delivered at the right time, in the right place to the right people.</p>

To be responsible for overseeing the professional standards of the social workers within the team, managing risks and ensuring compliance with all relevant legislation and statutory guidance, including the transformation agendas for health and social care.

Contribute to strategic development of the service. Work with managers across the Gateway and Adults Teams, particularly the locality Integrated Care Teams to share best practice and ensure consistency of approach.

**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:**

Mental Health Services  
Clinical Commissioning Groups and Health Trusts  
Private and voluntary sector care homes and agencies  
Police  
Department of Work and Pensions  
Department of Health  
Office of Public Guardian  
Public Health  
London Councils, other Councils  
The Ombudsman  
Professional Societies  
Care Quality Commission;  
Criminal Justice Services;  
Hospitals  
Housing Associations/Registered Social Landlords  
Service users and Carers  
Members of the Public  
Voluntary agencies and groups. ICNs and Alliance.

**Key Internal Contacts:**

Managers and professionals from the Integrated Care and Social Work teams  
LIFE Team  
Safeguarding Adults Team  
HR;  
Finance  
Legal  
Complaints team  
Senior Managers  
Provider Relations and Brokerage  
Commissioning; Housing & Welfare services,  
Members of the Council  
Corporate Business Partners

## Internal Audit

### Financial Dimensions:

Be responsible for the teams staffing and care package budget.

The post holder will implement action plans when budgets are predicted to be overspent and contribute to forward planning.

### Key Areas for Decision Making:

Lead the operational direction of the service towards greater integration across health and social care.

Lead the operational direction of the service towards Community Led support and strength based approaches

Develop relationships with partners in health, community and voluntary sector to ensure people can be connected to the right support

Managing risks and linking the allocation of resources with eligibility criteria, ensuring residents are able to maximise their independence and social engagement.

Develop skill mixed locality teams where staff understand their roles and are encouraged to excel.

Be accountable for the management of the team budgets; ensuring effective use of reablement to reduce longer-term needs and that the expenditure does not exceed the allocated budget.

Work collaboratively with colleagues within the local NHS organisations to ensure that effective, safe hospital discharge and hospital avoidance arrangements are in place.

### Other Considerations:

Physical capacity to visit people in their own homes and be capable of independent travel within and outside the Borough.

Ability to work flexible hours, including occasional planned meetings / appointments outside of normal office hours

**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**  
[\(Click here for guidance on political restriction\)](#)

No

**Is the post exempt from the Rehabilitation of Offenders Act (ROA) 1974**  
**[\(Click here for guidance on ROA\)](#)**

No

**Key Accountabilities and Result Areas:**

**To manage and lead the social work team in more integrated ways of working with ambition to deliver proactive and preventative services to Croydon**

**Key Elements:**

This will involve:

Managing a small team of professionally qualified social workers, and working closely with occupational therapists, assistant occupational therapists, health and wellbeing co-ordinators and support staff to deliver services to residents.

Implementing strengths based and community led support approaches in all areas of delivery

Developing integrated working and initiatives within the teams to provide excellent advice and guidance and to support residents with complex needs to remain in the local community and prevent crisis or hospital admissions.

Delivering operational objectives and quality standards of the service as set by the Service Manager and the Senior Management team.

Proactively contributing to the development of Business Plans ensuring they are relevant for policy change.

Providing evidence for inspections, peer review and audit.

Supporting the service manager to develop a multi-agency team and to represent the council in multi-agency working groups, contributing to the development of cross-agency agreements and protocols to achieve improved and cost effective outcomes for residents and carers.

Providing regular briefings for team members in relevant local and national developments and support the team to enable team members to participate in relevant council-wide initiatives.

Working to ensure service plans reflect the service strategy

Investigating formal and informal complaints to the relevant level of the complaints procedure, and respond to members' enquiries.

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

**Lead, manage and develop cultural and behavioural changes in the skill mixed/multi-disciplinary teams.**

This will involve:

Providing strong and motivational management, where staff understand their roles, are encouraged to be creative and are confident about making professional decisions including evaluating level of risk as appropriate to their level of experience.

Promoting and encouraging multi-disciplinary approaches and skill mixed team working and an environment where challenge and resilience are demonstrated.

Promoting a culture of personal and professional responsibility.

Ensuring that all staff receive regular supervision and appraisal in line with the departments Supervision Policy

Managing and continually reviewing performance management objectives to ensure competency and conduct issues of staff are addressed in a timely way. Ensure that relevant staff comply with the Social Work England Standards of Conduct and the Roles and Functions of Social Workers.

Embedding a best practice ethos on the team and be able to Evidence this.

Ensuring staff have a clear understanding of the Councils, ICN and Alliance vision and values.

Being responsible for the recruitment and selection of staff.

Ensuring individual and team training and development needs are identified and met.

Supporting staff to work in ways that link residents to assets in the local community.

Monitoring leave, sickness, overtime and the use of agency staff in order to ensure effective human resource management.

Ensuring team members keep accurate written records and maintain accurate and timely records on the electronic client database.

Implementing effective working systems across the team to enable staff to utilise mobile technology and field working to become more productive.

Taking responsibility for professional casework decisions in accordance with Safeguarding Adults procedures and policy. To take lead responsibility where service provision or safeguarding decisions in relation to the work of the team are subject to legal challenge, ensuring that the reputation of the council is upheld in any subsequent legal setting.

**Develop effective quality assurance, demand and workload management systems which reflect the work of the teams.**

This will involve:

Management oversight of the team to ensure that strengths based conversations, assessments, care plans and good follow up conversations (reviews) are proportionate, adhere to the principles of community led support, are person centred and maximise choice and control and that residents are at the centre of our work

Ensuring good conversations and assessments are completed in accordance with The Care Act 2014, Mental Health Act and Mental Capacity Act and other relevant legal and statutory guidance and in line with the principles of community led support

Ensuring good support plans are developed which recognise strengths, gifts, abilities and assets of individuals, family, friends and community and work towards achieving what matters most to people.

Supporting plans focus on all needs identified including non-eligible needs where prevention and early intervention can prevent, reduce or delay the need for statutory support.

Using eligibility criteria, where statutory support is required identifying how needs will be met, risks mitigated and agreed outcomes achieved.

Agreeing outcomes and goals for residents and carers are monitored, checking back with people to ensure plans are going well, intervening if a change of plan is required reviewed and amended in response to changing circumstances, including where goals have been achieved and where support can be reduced or ended as appropriate Staff recording in an accurate, timely and defensible way.

Direct Payment options are always considered.

Developing an effective workload management system for the locality and closely monitor this.

Working alongside the Service Manager and other Locality Team Managers to develop a robust and consistent approach to demand management.

Using effective risk management processes, prioritising need

Ensuring that all service provision is value for money and cost effective.

Ensuring that staff understand the importance of timely, accurate data entry and overseeing programmes of data cleansing where appropriate.

Ensuring that the team participates in regular case audit and understand and participate in any departmental audits.

Collating and interpreting data as required and ensuring that relevant data is used to inform Commissioners to enable the development of new services.

Using performance data to identify and implement required improvements in order to improve both data recording and work practice.

## **Financial and budgetary Responsibilities**

This will involve

Responsibility for team staffing budget, ensuring that allocated resources are deployed cost effectively to meet the team's priorities.

Responsibility for the effective management of the team's care packages budget, ensuring that full and effective use is made of the community led resource wheel approach in support planning and in peer forums. Ensuring there is a focus on the community led support principles of identifying strengths of individual's families friends and community and how these can best support the person to achieve what matters most.

Ensuring best use of universal services, community and voluntary groups and organisations, community assets.

Ensuring that people's capacity for reablement is fully



explored prior to the allocation of longer-term services, all support plans for statutory support meet identified eligible social care needs and are procured and arranged to be cost effective, and that appropriate authorisation is sought and granted prior to funding commitments being made.

Responsibility for ensuring that systems are in place within the team, and are being adhered to, to ensure that financial commitments and contracts are correctly set up in a timely manner so that providers are paid, financial assessments are completed and service users advised about welfare and disability related benefits.

Responsibility for ensuring that staff promote and facilitate the continuing development of self-directed support and the take-up of Direct Payments.

Working closely with operational and strategic finance colleagues to ensure accurate commitment monitoring, and to draw up and implement action plans when budgets are projecting to overspend.

Contributing to the development of forward planning mechanisms to predict future budget demands.

Championing the use of digital technologies to support residents and staff.

## 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

<b>Job Title:</b>	Team Manager (Adults Front Door)
<b>Essential knowledge:</b>	<ol style="list-style-type: none"><li>1. Qualified social worker, registered with Social Work England, with post-qualifying training and experience in adult social services.</li><li>2. Extensive level of understanding of current practice in relation to Adult Social Services legislation, statutory guidance and practice, including knowledge of NHS developments and the implications for councils.</li><li>3. A good understanding of the concept of “Asset Based Social Work” and how it can be implemented in practice.</li><li>4. Good understanding of and commitment to the principles of community led support</li><li>5. Good understanding or willingness to develop knowledge of community resources</li><li>6. Good knowledge and understanding of the principles and mechanisms that underpin effective joint working between adult social services and health colleagues in a range of settings.</li><li>7. Sound understanding of service development issues concerning adults with social care needs and their carer.</li><li>8. Good understanding and knowledge of the principles and application of underpinning social care legislation</li></ol>
<b>Essential skills and abilities:</b>	<ol style="list-style-type: none"><li>1. Ability to manage work pressures of a team, whilst maintaining and improving standards;</li><li>2. Proven negotiation skills;</li><li>3. Effective, well developed written and oral communication skills including the ability to participate in presentations to other staff groups and agencies;</li><li>4. Ability to represent the service and/or Department at inter-agency meetings and as part of a multi-disciplinary team;</li><li>5. Ability to prioritise work, analyse risk and respond appropriately to emergencies/crises;</li><li>6. Ability to organise and implement effective working practices;</li><li>7. Ability to manage budgets and to work within budgetary constraints;</li><li>8. Understanding of and commitment to implementation of anti-discriminatory practices;</li><li>9. Supervision skills, able to provide support and guidance to other team members and sensitive to team development issues;</li><li>10. Proven ability to address staff performance issues utilising appropriate people management procedures;</li><li>11. Goal/outcome focussed, with problem solving skills;</li><li>12. Able to work under pressure and to defined timescales;</li><li>13. Ability to manage effectively in a changing environment;</li><li>14. Ability to manage conflict and maintain a professional interface with all stakeholders;</li><li>15. Self-confident and assertive, with good teamwork skills</li><li>16. IT literate, willing and able to use IT solutions and to promote these in the team;</li></ol>

**Essential experience:**

1. Substantial practitioner experience in the assessment of need and development of appropriate care / independence plans and experience of supervising staff/students/trainees, both in respect of direct work and in the promotion of professional development.
2. Experience or willingness to learn about the community led support approach to social care
3. Practitioner experience in the investigation of allegations, development, implementation and monitoring of protection plans in accordance with Safeguarding Adults procedures.
4. Relevant management experience gained within a social care field.
5. Successful experience of managing change and service development work
6. Experience of working in a multi-cultural context.

**Special conditions:**

Physical capacity to travel independently within and outside the Borough and to undertake home visits.

Ability to work flexible hours, including occasional planned meetings / appointments outside of normal office hours.

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. The only exceptions to this are social workers based in the Adult Care Team at Croydon University Hospital.

Updated February 2021 (Community Led Support)