

## Job Description

<b>Position Title</b>	<b>Team Manager – Community Health and Social Care Team</b>		
<b>Location</b>	Various		
<b>Reporting to</b>	Community Health and Social Care Manager		
<b>Position Number(s)</b>			
<b>Grade</b>	H		
<b>Directorate/Section/School</b>	People – Adult Social Care Operations		
<b>Effective date of JD</b>	April 2015	<b>JE Job Number</b>	G.2120

### Job Purpose:

Manage staff, resources, and relationships with key agencies to ensure timely and effective assessment, personalised support planning, and care management. Work in partnership with all agencies to ensure protection for adults at risk of abuse or neglect.

Ensure teams and individuals:

- understand and apply legislation and national policy requirements,
- understand and apply Devon County Council (and where appropriate partner agency) policies;
- work within agreed procedures;
- develop and maintain effective working relationships;
- meet required performance expectations;
- deliver a service to the public that meets required quality standards and which optimises the opportunity for people to lead and manage their support.

### Main Duties & Responsibilities:

#### Managing People

1. Line manage designated staff within relevant agency policies including managing absence; performance; and leave.
2. Provide supervision, learning and development, and performance appraisal in accordance with policy, and ensure that professionally registered staff have access to supervision by an appropriately qualified and registered professional.
3. Monitor individual performance in respect of workflow requirements, and quality and outcomes from assessment and support planning; evaluate performance with the individuals and the team, informing planned development activity and reviewing evidence of continuous improvement.

#### Managing resources

1. Manage the deployment of staff to meet service requirements
2. Manage access to, and interface with, other professionals and teams, and partner

- agencies, in the context of integrated health and social care provision, and with voluntary and community sector as required, to support effective service delivery through communication, collaboration, and joint working.
3. Ensure effective local operation of budget monitoring and control;
  4. Authorise funding for support arrangements within scheme of delegation, ensuring that best value is achieved; and DCC policy and contracting arrangements are applied.
  5. Ensure that opportunities are available to support development of the wider and future workforce, including offering placement and other learning opportunities.
  6. Retrieve, analyse and appraise data for monitoring of activity and performance to support the team to meet key targets and deliver service improvements.

### **Managing practice and risk**

1. Ensure statutory requirements and guidance; national directives; and DCC policy and guidance including procedures and protocols for safeguarding adults and children are met and applied in all areas of team/individual activity;
2. Manage the flow of work to ensure timely assessment and review;
3. Ensure involvement of people, carers, and families in assessment and support planning, ensuring that the outcomes which are important to them are central to all service delivery.
4. Monitor risk to timely, safe, and effective service delivery, alerting more senior managers to risk and issues as these arise or increase;
5. Provide expert professional, technical and practice advice to staff encompassing guidance about the requirements of policy and legislation (including Care Act, Mental Health Act, and Mental Capacity Act).
6. Ensure accurate and timely record keeping by all staff in line with Data Protection Act and Caldicott principles
7. Lead, co-ordinate, and manage arrangements to resolve situations of high complexity and risk, including situations where legal remedy or safeguarding investigation may be required. Ensure that appropriate service response is made to safeguarding enquiries. Chair complex meetings and oversee operational activity relating to safeguarding enquiries.
8. Seek and provide appropriate expert advice as required.
9. Review the quality of practice against required standards, providing feedback and supporting and monitoring improvement where required.
10. Lead on and maintain service improvement in line with strategic direction.
11. Implement DCC customer service standards, and ensure that these are applied by all team members; respond as required to representations and complaints

### **Managing self**

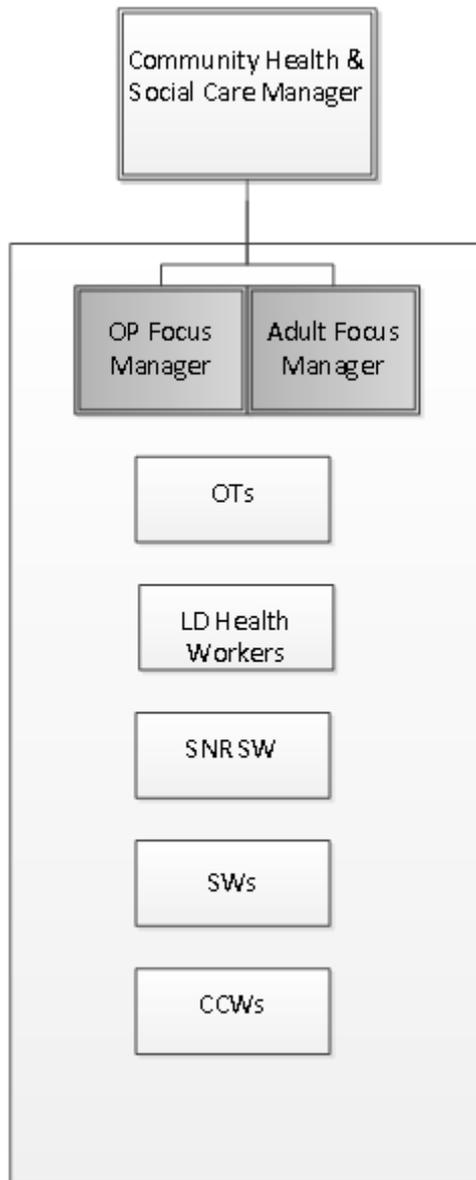
1. Maintain up-to-date knowledge and skills relevant to the role;
2. Positively represent DCC in contact with people, colleagues, and other agencies;
3. Undertake any duties determined relevant to the role of team manager, identifying and undertaking personal development as required.

**Person specification:**

Attribute	Essential	Desirable	Method of Assessment
Management of people	<p>Ability to manage people, finance and information.</p> <p>Awareness and experience of supervising and developing staff, using both formal and informal processes.</p> <p>Ability to advise and support staff managing complex cases</p>	○	○
Experience	<p>Experience of managing complex cases, using legislation and policy.</p> <p>Significant experience as a practitioner in social care or a closely related area of work.</p> <p>Experience of supervising and developing staff.</p> <p>Experience of working in partnership with other agencies.</p> <p>Experience of managing within resource/financial constraint.</p>	○	○
Practical Skills	<p>Ability to retrieve, analyse and appraise information in a variety of formats.</p> <p>Chairing &amp; recording meetings.</p> <p>Prioritising demands in relation to individual need and available resources.</p> <p>Time management skills</p>	○	○
Communication	<p>Ability to communicate with people who may be seeking to access support.</p> <p>Ability to seek access and consider the views of others and provide appropriate responses in line with organisational policy and directives.</p> <p>Ability to communicate in difficult and charged situations.</p> <p>Ability to communicate clearly in person, over the telephone, and in writing.</p>	○	○
Personal Qualities	<p>Ability to uphold the confidence of a diverse range including staff; managers; people seeking to access support and their families; the public and representative groups; and partner agencies. Ability to work under pressure, prioritising and managing competing demands.</p> <p>Ability to initiate change, and to support individuals and groups through periods of change.</p>	○	○
Strategic Thinking	<p>Ability to apply information to analysis of local need and service requirements.</p> <p>Ability to develop local/team plans to meet requirements.</p> <p>Knowledge and understanding of, and ability to apply, relevant national policy and strategy.</p>	○	○

Technology / IT Skills	Ability to use Information Technology systems including Microsoft office. Familiarity with, and ability to use, electronic case recording systems.	◦	◦
Education and Training	Professional qualification in Social Work, occupational therapy or nursing as relevant to the requirements of the role	◦	◦
Professional Registration	Professional registration as Social Worker, Occupational Therapist, or Nurse, as relevant to the requirements of the role.		◦ Certificate/ Registration
Equal Opportunities	◦ Devon County Council and its staff seek to eliminate discrimination, advance equality and foster good relations.		◦ Demonstrate knowledge at Interview
Physical	◦ Able to carry out the duties of the post with reasonable adjustments where necessary.		◦ OH1
Other relevant factors	◦ Commit and conform to DCC Customer Service Standards.		◦

### Structure chart



## **1. Supervision / Management of People:**

The post holder will line manage a team of Social Workers, Occupational Therapists, Community Care Workers, and in some instances health care staff.

The team size may vary in accordance with the needs of the service, but the post holder will typically line manage 10 - 12 members of staff, including full-time, part-time, temporary and permanent. Workers may be based at different sites within the locality. The team manager is responsible for ensuring processes for work allocation, performance targets, practice standards, policy frameworks, statutory duties.

Workers carry out assessments and reviews for adults referred for social care assessment. This will include people living in their own homes or supported living arrangements, and who are living in residential and nursing care where the placement is funded or managed by Devon County Council. This will also include assessment or review for people who may be seeking support to facilitate their discharge from hospital.

The post holder will manage those workers who undertake assessments and make decisions for all cases. The post holder will be responsible for managing the process of assessment, onward case transfer where appropriate, and support planning.

The post holder will provide daily oversight across the site(s) and will ensure staff members have ready access to the manager for guidance and to support decision-making/authorisation. In addition to directly line managing an identified team of people, the post holder will often be required a "duty manager" to offer management guidance and decision-making to other health and social care teams in the area.

Recruit, lead, motivate and retain staff. Provide the direct reports with leadership, line management and regular supervision in accordance with relevant County Council and Human Resource policies. Undertake staff appraisal in accordance with the Corporate Appraisal Policy and ensure that individual targets and development plans are set. Ensure that the performance of staff is monitored, and quality standards and personal development plans are maintained. Devise and implement induction programmes for new staff. Enable and lead individual and team training, so that needs are met in line with the Directorate Training Plan. Encourage and enable continual professional development and learning, including through acting as an assessor for staff awards.

The post holder will be responsible for arranging professional supervision for professionally registered staff as required. It will be the responsibility of the postholder to deliver professional/clinical supervision only where they hold the required registration.

## **2. Creativity and Innovation:**

The post holder will jointly have day-to-day operational management of the Community Health and Social Care team within a dynamic, evolving service to meet service demand and performance targets. Within a legal, policy and budgetary framework, the post holder will operate to enable service development and improvement.

The Health and Social Care community team is responsible for assessment, decision-making, support planning and review where face to face contact is required, or where input from a range of other agencies may be required. This will include highly complex cases, for example where:

- a person is at critical risk;
- a high-cost care package is involved;
- a carer is at critical risk or at breaking point;

- essential care is unavailable;
- a person is refusing essential care;
- a person requires emergency placement;
- safeguarding concerns have been identified.

This will also include identifying those cases where there are healthcare needs, and making decisions about where responsibility for case management should be held. This includes:

- urgent cases of immediate risk to life and limb;
- situations where Intermediate Care or other health care interventions (e.g. Rapid Response) may be the most appropriate response;
- providing expertise on behalf of the Local Authority where eligibility for continuing health care is under consideration.

The frequency of problem solving will be daily and time-critical due to the nature and urgency of the work. Therefore the job holder will have to be responsive, flexible and skilled at prioritising. There are frequently changing demands - work levels, performance standards, available resources, process developments, new initiatives, etc.

Organise and oversee staff rotas and, on a daily basis, respond to changes in demand and to ensure that staff are efficiently engaged and deployed to ensure capacity to meet demand. This will include devising and amending shift patterns / staff deployment as appropriate.

Define and manage a team manager duty rota for advice and support to be made available to all staff during working hours, including across all sites within the locality sites. Assist staff across all functions to solve problems, including solutions to complex, urgent or high-risk situations, within the context of limited resources.

As directed by the Health and Social Care Community Manager, devise, implement, monitor and review day-to-day operational changes to support ongoing service improvement. Act as lead when required for any new initiatives. Communicate innovation and change to others within the team via team meetings, working groups, individually and in written format.

The postholder is expected to maintain an awareness of changing national and local policy and to support local implementation.

### **3. Contacts & Relationships:**

The post holder will make contacts, build relationships, and work closely with a wide range of internal and external partners, for example:

- Care Direct, Care Direct Plus, and other Community Health and Social Care Teams
- Quality Improvement Team
- Arranging Care Managers and Teams within Care Direct Plus
- Safeguarding Adults officers
- Rapid Equipment and Minor Adaptations Service
- Client Finance Services Team
- Health colleagues including Rapid Response, Community Nursing Teams, General Practitioners, Community mental health teams; Hospitals; and other health professionals
- Voluntary sector agencies
- Service Providers.

The post holder will represent Devon County Council in contacts and meetings. Promote and ensure successful co-working with peers and staff in partner agencies to find creative solutions to

meet service needs. Monitor and report on contract performance as required to support the Directorate's contract monitoring. Work to improve and strengthen current working partnerships and to develop effective working arrangements with new partner agencies.

#### **4. Decisions – Discretion:**

The post holder will manage Social Workers, Occupational Therapists, Community Care Workers, and in some instances healthcare staff. The Community Health and Social Care Team is responsible for completing assessments for social care support where circumstances may include communication requirements; complex home or family situations; or input being required from other health professionals. Many cases where assessment and support planning is offered by the Community Team will require assessment of the individual's capacity to make decisions, and the team manager will be responsible to ensure that practice in assessing capacity, managing risk, and supporting decision-making, accords with legal requirements and guidance. This is an area where clear guidance and leadership direction is required, given the potential risk both to the individual who may lack capacity, and of legal challenge to the authority.

The post holder will act ensure that assessments are completed in line with policy and appropriate practice requirements. The postholder will make decisions to allocate resources in line with delegated responsibility, and will be the first escalation point for concerns and queries regarding work undertaken within the Health and Social Care Community team. The post holder will act as Responsible Manager where safeguarding enquiries are being undertaken; the responsible manager role will be undertaken by the Community Manager on occasions where a whole service is being investigated.

The postholder may look to the Community Manager, Disability and Professional Leads, and the Principal Social Worker/OT, for practice guidance and advice.

Team Managers have delegated authority to agreed support arrangements up to a maximum of £530 per week.

Team Managers report to a Health and Social Care Community Manager who will support decision-making in highly complex or contended cases, and will authorise funding where this exceeds the team Manager's delegated amount. The Community Manager will authorise all decisions on service and workforce changes, and all responses to complaints.

Implement human resource policies and practice to ensure legal requirements are met and to promote a fully functioning workforce. Authorise payments to staff according to HR policies. Implement performance management and line management processes to promote best practice and professional development. Monitor practice quality to ensure standards are met, and ensure staff understand the requirements and rationale of data input.

Ensure the delivery of key targets and indicators as they relate to professional practice and standards and to service delivery and quality. Ensure on a day-to-day basis that statutory responsibilities, national directives and guidance requirements are met, including eligibility criteria.

Advise staff on risk management, practice standards and casework outcomes, including staff undertaking face-to-face work in the community. Manage staff responding to safeguarding adults alerts and ensure adherence to safeguarding adults policy and processes. Manage staff responding to diverse situations, including complex, high-risk or urgent cases. Engage with other agencies and professionals to determine the most appropriate service response in individual circumstances.

Respond within the County Council agreed timescales to concerns, complaints and requests for information from members of the public.

## **5. Decisions – Consequences:**

Decisions taken by the post holder will impact on the way the service functions and on service delivery.

Advice and decision-making must conform to statutory, policy and process guidance and impact on the quality of service provision.

Staff management decisions affect the ability of staff to retain well-being and to develop, affect staff morale and motivation, and impact on service delivery.

Operational decisions affect the allocation, prioritisation and throughput of work and impact on team performance. This will have a knock-on affect on the functions of partner agencies.

Advice and decision-making affect the quality and strength of relationships between the Team and internal and external agencies.

Advice and decision-making will affect the risks faced, and the care and support received by service users and carers, including those most vulnerable.

Decisions on eligibility and funding authorisation impact on service users, carers, and Devon County Council's ability to achieve financial balance. Close attention to detail in respect of estimating budget, and authorising an appropriate level of support to manage risks, is essential to support the Council's effective use of resources. The team manager is responsible to ensure that other potential sources of funding – e.g. universal or targeted resources, or consideration for health funding – are considered where appropriate by all team members.

Advice and decision-making affect the reputation of DCC in terms of its practice, performance and customer service, including how it responds to complaints.

The post holder will be required to recognise and raise issues affecting the quality, effectiveness and efficiency of service delivery, including inputting of budgetary spend. The post holder will contribute through the line management structure, and through the Social care Leadership Group, to support and inform strategic decision-making.

## **6. Resources:**

The postholder is responsible for ensuring that buildings where team members are based are appropriate and support the team to work safely and effectively. This will involve liaising with colleagues in other service functions. The postholder is also responsible for ensuring that team members are able to access appropriate technology and resources to work safely and effectively, and to ensure that these resources are used well. Responsible for own laptop and mobile phone/device.

## **7. Work Demands:**

The post holder will provide ensure that the work undertaken by team members complies

with statutory and policy requirements, and financial controls.

The post holder will jointly manage the staff and workflow .The post holder will work with a range of conflicting priorities within a dynamic, evolving service. This may for example include balancing priorities between allocating an assessment where an individual has waited for a long time, and risks deterioration, with the urgent need to ensure a timely response where the risk of immediate abuse or neglect has been alerted.

Respond to requests for practice advice or decisions, including for urgent or high-risk situations. Prioritise and allocate work as needed to ensure legal and policy requirements, and quality and performance standards are met. Implement business continuity procedures as required. Respond to the requirement for service changes and improvements, and lead on specific service area projects as required.

Respond to queries and concerns from the public and other agencies, and respond to requests for information and input from the Community Manager. Act upon opportunities and identify and resolve difficulties.

Undertake any training required in order to maintain competency including mandatory training.

## **8. Physical Demands:**

The physical demands of the post include desk-based work, office-based movement, and normal lifting and carrying requirements e.g. files, papers, IT equipment to meetings and presentations. The post holder will be required to concentrate for long-periods with pressure from both the volume and importance of work. The role requires extensive use of the keyboard.

## **9. Working Conditions:**

The post holder will work in an office environment with some travel required. Responsibility for monitoring health and safety policy/requirements within own service area, ensuring all statutory requirements are met.

## **10. Work Context:**

The post holder will have regular telephone and written contact with members of the public and with partner agencies. The post holder will act as the first point of escalation for all queries and complaints about the work of the team. The post holder will provide support to staff experiencing confrontation and will operate with limited on-site managerial support.

There is a need to manage occasional hostility or aggression to staff and self from service users, carers, relatives, other professionals. Responding to challenges about decisions including those concerning urgent or high-risk situations.

## **11. Knowledge and Skills:**

See attached person specification.

The post holder will be required to have a broad range of knowledge:

- Statutory requirements,
- National and local policy and process, including the procedures for safeguarding vulnerable adults and children.
- National and local performance frameworks.
- Knowledge of the needs of diverse service users where the team will play a role in assessing need and arranging support
- Knowledge of a diverse range of agencies both internal and external
- development processes and performance management for staff, and of human resources processes to meet HR requirements

The post holder will be required to hold a relevant professional qualification degree (level 6) and professional registration as Social Worker, Occupational Therapist, or Nurse where professionals with these registrations are members of the team.

The postholder is required to have practice experience as a registered professional.

Skills required include:

- Skills in working with individuals and teams, including leadership skills to facilitate change in response to local and national initiatives and developments;
- Negotiation and customer service skills will be required to manage situations of conflict and hostility.
- Skills in understanding and analysing information and data;
- Skills in engaging with a wide range of agencies and teams to ensure an effective whole—system approach to managing health and social care needs and resources.
- Skills in managing complex meetings and processes.
- Skills and knowledge in working with ICT systems
- Ability to critically reflect on practice
- Ability to communicate effectively to a broad audience which will include services users and their families; colleagues within the service and in partner agencies; providers; and senior managers in both health and social care.
- Ability to manage own workload and that of the team.

## Health & Safety:

Potential Hazards	Applicable to this job? (✓)	Action to be taken	<i>Examples of action to be taken (this list is not exhaustive)</i>
Display Screen Equipment	Y		Conduct regular workstation assessments through Oshens software
Electricity – fixed / portable	Y		Ensure PAT <sup>1</sup> certificates are up-to-date
Manual handling	N		
Verbal / physical abuse	Y		Ensure J/H is familiar with appropriate policies & procedures
Work equipment	Y		Ensure J/H is familiar with all equipment and its proper usage and maintenance
Fire	Y		Ensure J/H is familiar with evacuation procedures and use of fire-fighting equipment (if appropriate)
Environmental	N		
Isolation / lone-working	Y		Ensure J/H is familiar with appropriate policies & procedures
Slips, trips & falls	Y		Ensure J/H is familiar with appropriate policies & procedures
Chemical	N		
Working with Vulnerable persons	Y		Ensure J/H is familiar with appropriate policies & procedures
Premises related	Y		Ensure J/H is familiar with appropriate policies & procedures
Transport risks	N		
Working at heights	N		
Other hazards not identified above			Deal with on an individual basis,

## Job GLPC profile

SMP	C&I	C&R	D.D	D.C	Res	WDM	PDM	WCN	WCT	K&S	Score

## Signatures:

<sup>1</sup> Portable appliance test

I, the manager, confirm this is a true and accurate reflection of the job. This job description has been written in conjunction with the post holder (where applicable) who is aware that the post is being submitted for evaluation.

**Job Description agreed by:**

**Job Holder (if in place):** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Line/Originating Manager:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Head of Service/Head teacher** \_\_\_\_\_ **Date:** \_\_\_\_\_