

## Job Profile

<b>Job title:</b>	Service Manager Older People
<b>Directorates:</b>	People
<b>Accountable to:</b>	Assistant Director of Adult Social Care
<b>Politically restricted post</b>	Yes
<b>Salary</b>	Tier 3 B - £73,733 - £81,289

### Part A - Generic job purpose and capabilities

You will play an active role as part of our senior leadership team working in partnership with leaders across our system to deliver outcomes for people with care and support needs.

You will have responsibility for the delivery of the assessment and case management teams in your area who provide support to people who are eligible for support under the Care Act 2014 and other relevant legislation. This responsibility extends to managing the overall budget for this area, staffing (recruitment, development and retention), maintaining a high level of performance and continued joint working with others across our People Strategy and Commissioning teams, local NHS partners, District Councils and VCS partners. An extended overview of responsibilities can be found on page 4.

You will support on delivering and maintaining a high performing adult social care department, ensuring that services are delivered proportionate to need, building and strengthening our community capacity to enable a stronger resilience base. Where appropriate, you will maximise commercial opportunities and income streams to enable the financial stability of Warwickshire County Council (WCC).

You will support the Assistant Director and other Service Managers in achieving WCC's vision and outcomes through integrated planning and the flexible use of resources. You will report on delivery of outcomes to stakeholders including elected members and other council officers.

## Generic competencies

Generic Capability	Descriptor
<b>Business Acumen</b>	<ul style="list-style-type: none"> <li>• Define the medium term delivery objectives and plans</li> <li>• Manage costs down</li> <li>• Deliver savings plans</li> <li>• Deliver on income targets</li> </ul>

- Contribute to the strategic operational longer term vision of the service.
- Define the delivery plans (1-3 years) and align with strategic objectives and outcomes.
- Deliver the income targets specified (1-3 years).
- Deliver the 1-3 year savings targets allocated to the service.
- Contribute to policy and procedure development to maximise effectiveness and efficiencies.

Generic Capability	Descriptor
<b>Performance &amp; Standards</b>	<ul style="list-style-type: none"> <li>• Statutory compliance</li> <li>• Professional practice</li> <li>• Procedure compliance</li> <li>• Dealing with performance</li> </ul>

- Ensure statutory or regulatory duties are in place and delivered across the service.
- Ensure the safe operation of the business and compliance with appropriate regulations and legislation.
- Ensuring the service meets any contractual targets and performance measures.
- Contribute to the overall delivery framework for contract and quality management.
- Set and maintain the right policies, procedures and effective and efficient processes to achieve the service objectives.

Generic Capability	Descriptor
<b>Operational Leadership</b>	<ul style="list-style-type: none"> <li>• Deliver operational excellence through others</li> <li>• Workforce demand forecasting and planning</li> <li>• Focus on operational continuous improvement</li> <li>• Focus on the voice of the customer</li> <li>• Managing operational complexity</li> </ul>

- Ensure the service delivers against its key business objectives.
- Set and review operational budgets to manage costs down.
- Ensure effective quality assurance, performance management and use of data and quality to maximise performance of the service.
- Build and maintain effective relationships with key stakeholder groups.
- Responsible for the workforce capacity and continuity planning.
- Drive operational improvement across the team managers to improve service outcomes.
- Ensure that customer pathways are working to their optimum efficiency.
- Ensure the voice of the customer is embedded in any service improvement plans.
- Lead on the service redesign transformation plans in line with WCC's new operating model.
- Research new technologies and alternative delivery methods to maximise efficiency.
- Maintain and/or improve customer experience scores.
- Ability to identify staff development and training needs.
- Provide guidance, training, development and support to team managers.
- Lead and support teams through organisational change.

## Generic leadership competencies

Capability	Descriptor
<b>People leadership</b>	<ul style="list-style-type: none"> <li>• Drives and motivates to maintain high performance</li> <li>• Deals with performance issues</li> </ul>

- Enable a high-performance culture where innovation and creativity is encouraged and rewarded.
- Address performance issues within the service.
- Identify and develop the required capabilities of the team through effective talent management planning.

Capability	Descriptor
<b>Management of resources &amp; planning</b>	<ul style="list-style-type: none"> <li>• Effective budget management</li> <li>• Monitors quality performance framework</li> <li>• Works across organisational boundaries</li> <li>• Effective service design</li> </ul>

- Effective management of service budget and associated savings.
- Develop and manage a highly effective delivery team/function.
- Identify the capacity of the delivery team through effective workforce planning.
- Contribute to the WCC's 1-3 year medium term financial plan, including income targets where applicable.
- Manage the quality assurance framework for the service/business unit.
- Develop and implement integrated working across services of WCC.

Capability	Descriptor
<b>Organisational leadership &amp; resilience</b>	Implements organisational wide change Role model of modern working principles Focus on continuous improvement

- Communicate a clear vision of strategy and commissioning and its objectives to enable key stakeholders to understand and contribute to the context and direction of the service.
- Provide visible leadership and support teams through organisational change.
- Role model of modern ways of working.
- Act and operate corporately across WCC adopting a one council approach.
- Act as a positive role model for WCC's values and behaviours at all times.
- Represent the interests of the Council on external bodies and networks.
- Maintaining business continuity in the event of service disruption.

## Part B - Portfolio requirements

<b>Delivery responsibilities</b>	<ul style="list-style-type: none"> <li>• Line management of assessment and case management teams, ensuring professional management arrangements are robust for registered professionals within the service, e.g. Social Workers and Occupational Therapists.</li> <li>• Develop performance targets / measurable outcomes which deliver continuous improvement in the overall efficiency and effectiveness of operations.</li> <li>• Ensure that appropriate information is maintained to monitor and manage delivery of these targets.</li> <li>• Manage all budgets associated with relevant services, ensuring that resources are used effectively and that balanced budgets are delivered at year end.</li> <li>• Provide direction and vision for all staff as services need to change and develop.</li> <li>• Work in collaboration with internal and external partners.</li> <li>• Ensure an outcomes-focused strengths-based approach is taken by staff and that relevant documentation (e.g. support plans) reflect this approach.</li> <li>• Ensure good practice with respect to all customer / carer related documentation and, working with colleagues, ensure that relevant information management systems are developed and maintained to ensure appropriate records are maintained.</li> <li>• Ensure all the functions are delivered within relevant statutory requirements and adhere to national and local policies and guidance.</li> <li>• Ensure that maximum use of personal budgets and direct payments are utilised across the services.</li> <li>• Ensure that management and teams work in partnership with our providers, the NHS, other local partners and stakeholders, to ensure that services are seamless and person centred, delivering flexible and responsive care and support. This includes leading partnership relationships at a local level, in connection with your responsible areas.</li> <li>• Ensure that vulnerable adults are safeguarded.</li> <li>• Ensure general oversight of the most serious case situations within the service, and ensure that appropriate action is taken by practitioners.</li> <li>• Ensure that complaints are responded to with a quality response, in a timely way, and with the approach of a learning organisation.</li> <li>• Work in close collaboration with Strategic Commissioning, to ensure that the market has capacity to provide a range of diverse and flexible services that meet the outcomes of the people who need support, including carers.</li> <li>• Ensure that management and staff have regular supervision and appraisals in line with agreed policies</li> <li>• Ensure that appropriate information is maintained to monitor and manage service delivery.</li> <li>• Manage all budgets associated with relevant services, ensuring that resources are used effectively and that balanced budgets are delivered at year end.</li> <li>• Provide direction and vision for all staff as services need to change and develop, in collaboration with the Assistant Director Adult Social Care.</li> <li>• With reference to CQC and / or peer reviews, ensure the service is prepared and able to present evidence of the positive work and achievements, and clear plans for any areas of improvement that are ongoing.</li> <li>• Ensure maintenance of all relevant strategies, policies, guidance and protocols to enable staff to deliver safe and good quality services, within the legislative requirements.</li> </ul>
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	<ul style="list-style-type: none"> <li>• Ensure that self-directed support practice throughout all relevant functions, e.g. assessment, support planning and monitoring and reassessment/reviews, takes account of the diversity of the local population and that support plans reflect the ethos of personalisation.</li> <li>• Ensure services contribute to and deliver the relevant corporate objectives and 'People Directorate' outcomes.</li> </ul>
Specific Adult Social Care experience and knowledge	<ul style="list-style-type: none"> <li>• Substantial previous management experience, including experience in adult social care services and managing services of similar scale and nature.</li> <li>• Robust knowledge of relevant national policy, legislation and social care practice standards, and ability to shape and deliver services in line with these.</li> </ul>
Specific qualifications / and registration	<ul style="list-style-type: none"> <li>• Relevant professional qualification, e.g. fully qualified Social Worker or Nurse (e.g. GSCC) or allied Health Professions (e.g. Occupational Therapist or Physiotherapist). Social Workers or Allied Health Professionals to be registered with relevant professional body and are required to maintain registration.</li> </ul>
Budget responsibility	Circa £70m
FTE responsibility (line management)	Circa 100 fte
Key stakeholder relationships	Adults Delivery Managers, Children's Delivery Managers, Strategic Commissioners, CCGs, NHS Providers, Police, Safeguarding Teams, District Councils, Providers.



**START WITH  
STRENGTHS**

## WCC values and behaviours

The post holder must be able to demonstrate that they role model the WCC values and behaviours.

### Our Values - The Warwickshire DNA



### Our Behaviours



**Strategy...** the direction we will take to achieve our outcomes



**Plan...** what we will do to achieve the strategy



**Commissioning...** the process of how we will plan, purchase and monitor our services



**Strategic Commissioning...** the process for understanding, planning and delivering services to achieve the best outcomes



**Operational Commissioning...** the process for meeting need at an individual level or to a specific group



**Delivery..** providing services to our customers

