

## Z504 – ASC Service Manager (Large Budget) Tier 4

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|---------------------------------------|-------------------------------------|
| <b>Directorate:<br/>Service area:</b> | Adult Social Care                   |
| <b>Accountable to:</b>                | Tier 3 Head of Service              |
| <b>Accountable for:</b>               | Budget over £1.8 Million            |
| <b>Politically restricted post</b>    | No                                  |
| <b>Delivery teams:</b>                | Adult Social Care Operational Teams |
| <b>Grade</b>                          | Hay E                               |

### Context

You will play an active role as part of our service team working in partnership with the wider council and partners to deliver high quality and innovative adult social care to customers and carers.

You will support the Head of Service and other managers in achieving our organisational vision and outcomes.

You will manage your service area to meet the statutory requirements in line with the department's strategic and operational plans.

You will develop and maintain good working relationships with our range of key stakeholders including statutory partners, service providers, voluntary sector, customers and carers.

### Specific role assignment

|                                  |   |
|----------------------------------|---|
| <b>Delivery responsibilities</b> | <ul style="list-style-type: none"> <li>• Responsible for the provision of Adult Social Care services.</li> <li>• To ensure that the service meets statutory requirements and departmental standards.</li> <li>• The recruitment, training and development of staff.</li> <li>• Budget management and forecasting as the cost centre manager.</li> </ul> |
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**Z504 – ASC Service Manager (Large Budget) Tier 4**

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| <b>Key business measures</b>                      |  |
| <b>Statutory responsibilities (if applicable)</b> | In line with the Care Act, Mental Capacity Act, Mental Health Act and professional standards for Social Work, Occupational Therapy and any other relevant qualifications, to exercise statutory powers to ensure that the wellbeing of adults at risk and communities. This requires balancing competing needs, risks and rights |
| <b>Specific experience</b>                        | Extensive experience of social care with adults. A minimum of 4 years' experience of managing social care teams/services including leading and managing staff.   |
| <b>Specific qualifications/and registration</b>   | Registered Social Worker, Occupational Therapist or Nurse – or can demonstrate the equivalent ability through experience and knowledge. Current registration with a relevant professional body and ability to demonstrate continuous professional development.<br>An enhanced DBS check is a requirement for this post.          |
| <b>Budget responsibility</b>                      | over £1.8 million. Responsibility for setting, forecasting and managing budgets successfully.  |
| <b>FTE responsibility (line management)</b>       | You will directly manage Team Managers/Advanced Practitioner Enhanced and have overall responsibility for one of our service areas such as an Older Persons Locality, Learning Disability, Physical Disability and Sensory Service, Hospitals or Reablement.   |
| <b>Key stakeholder relationships</b>              | NHS, Police, Community and Voluntary Sector.   |

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### **Role Responsibilities**

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| 1. To be responsible for ensuring national and local targets are achieved within the performance framework.   |
| 2. Support the Head of Service in fully implementing all relevant Government and Council requirements for Adult Social Care.  |
| 3. Lead operational teams in becoming a modern and flexible workforce through the use of technology.  |
| 4. Contribute to performance and continuous improvement, particularly through awareness, understanding and analysis of local and national policy, activity and requirements. To support the Head of Service in the preparation of reports to a range of audiences, including elected members, presenting information, opinions and decisions in a clear, concise and convincing way and under pressure when necessary.  |
| 5. Lead operational teams in delivering high quality personalised outcomes for customers and carers.  |
| 6. Contribute to the development of strategies and policies to shape Social Care and Support services. Use of project management and delivering projects within resources and timescales. Manage change effectively, present it positively and with confidence whilst showing sensitivity,  |
| 7. Provide leadership and influence, ensuring that any statutory requirements for Social Care and Support are met by: <ul style="list-style-type: none"> <li>i. Ensuring the service operates effectively in meeting the needs of customers and carers in a strength-based way.</li> <li>ii. Ensuring processes are in place to deliver the key objectives of Social Care and Support.</li> <li>iii. Ensuring processes are in place for analysing and acting on stakeholder /customer feedback.</li> <li>iv. Ensuring that the service is accessible in meeting the needs of a diverse population, is responsive, reliable, &amp; person centred.</li> </ul> |
| 8. Support the development of an active participation and involvement culture that fosters collaborative working with stakeholders to ensure a focussed commitment to delivery of quality and cost-effective options for positive outcomes. Encourage and support staff to work collaboratively with internal and external partners.  |
| 9. Build and maintain strong and effective links and working in partnership with health and the independent sector ensuring there is a robust understanding of how each agency may impact on customer/carer wellbeing, access and Adult Social Care responsibilities.   |
| 10. Ensure that the principals of strength-based practice and choice and control and other key national and local social care policies are embedded in service delivery and collaborative working with partners and stakeholders.   |

## Z504 – ASC Service Manager (Large Budget) Tier 4

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| 11. To maintain a knowledge and expertise of the work of the People Group to contribute to the development of services and the development of best practice systems and protocols which support the delivery of a quality service and reflect any changes required.                   |
| 12. To contribute and influence critical decision-making around budgetary management within the service, to keep within budget whilst making critical decisions that demonstrates equitability and consistency of approach. Knowledge and understanding of the financial context.     |
| 13. To be responsible for the continuous improvement and efficiency of service.   |
| 14. To be available to work in any of the Council's localities.   |
| 15. To ensure that the service is effectively organised and comply with policies and procedures in line with statutory responsibilities.  |
| 17. To manage people in accordance with the Council's HR processes and procedures ensuring good practice throughout their team.   |
| 18. To have extensive up-to-date knowledge of all legislation, policies, procedures, systems and protocols to deliver safe, efficient and quality services ensuring choice and control is implemented and fully complied with by the post holder, and his/her area of responsibility. |
| 19. To represent the Head of Service as appropriate.  |
| 20. Any other duties and responsibilities that are within the spirit of the job purpose, the title of the post and its grading.   |

### Generic capabilities of the role

| Generic Capability | Descriptor   |
|--------------------|--|
| Business Acumen    | <ul style="list-style-type: none"> <li>• Deliver in year service plan (1 year)</li> <li>• Effective contract and supplier management</li> <li>• Meet budget, savings and income targets</li> </ul> |

- Contribute to the operational planning of the service with the Head of Service and Director
- Ensure effective contract management arrangements are in place
- Manage costs down, deliver savings and income targets (as applicable)

| Generic Capability | Descriptor |
|--------------------|------------|
|--------------------|------------|

## Z504 – ASC Service Manager (Large Budget) Tier 4

|                         |   |
|-------------------------|---|
| Performance & standards | <ul style="list-style-type: none"> <li>• Statutory compliance</li> <li>• Professional practice</li> <li>• Procedure compliance</li> </ul> |
|-------------------------|---|

- Execute the statutory or regulatory duties that are in place and delivered across the service.
- Ensure the safe operation of the business and compliance with appropriate regulations and legislation.
- Execute the relevant policies and procedures to ensure the outcomes are delivered.

| Generic Capability     | Descriptor   |
|------------------------|--|
| Operational management | <ul style="list-style-type: none"> <li>• Deliver operational performance objectives</li> <li>• Manage the workforce</li> <li>• Deliver continuous improvement plans</li> </ul> |

- Meet the service key business measures for the service
- Manage costs down through operational improvement
- Manage and allocate resources to meet key business measures • Use data and insight to improve service performance

### Generic leadership competencies

| Capability        | Descriptor  |
|-------------------|---|
| People Management | <ul style="list-style-type: none"> <li>• Workforce development</li> <li>• Workforce planning</li> </ul> |

- Recruit and ensure effective onboarding of team members
- Retain and attract the required capabilities of the team through effective talent management
- Set and deliver stretching performance objectives
- Undertake annual appraisals with the team
- Undertake regular 1:1 sessions throughout the year to review performance against objectives
- Manage and support teams through organisational change

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| Capability                         | Descriptor   |
|------------------------------------|--|
| Management of resources & planning | <ul style="list-style-type: none"> <li>Monitors the service performance framework</li> <li>Effective service design</li> </ul> |

- Plan, task, deploy and co-ordinate resources to meet changing operational needs as required
- Monitor, plan and review team outcomes ensuring delivery of personal and team objectives
- Communicate through a range of methods including regular meetings to inform teams of plans, priorities, budgets and expected outcomes
- Identify the capacity of the service through effective workforce planning. • Develop and implement integrated working across teams

| Capability                             | Descriptor   |
|--|--|
| Organisational leadership & resilience | <ul style="list-style-type: none"> <li>Deals with performance issues</li> <li>Maintains business continuity</li> <li>Role model of how we work principles</li> </ul> |

- Enable the team to work in a high-performance culture
- Act and operate corporately across WCC adopting the 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
- Effectively addresses performance issues within the team
- Maintain business continuity in the event of service disruption

### WCC values and behaviours

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

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### Our Values – The Warwickshire DNA



High performing



Collaborative



Customer focused



Accountable



Trustworthy

### Our Behaviours



do what  
we say



move with  
purpose  
and energy



focus on  
solutions



help people  
and  
communities  
to find their  
own solutions



build strong  
working  
relationships



be the  
best we  
can be

**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

