

# Role Profile

## Part A - Grade & Structure Information

<b>Job Family Code</b>	<b>12SW</b>	<b>Role Title</b>	<b>Team Manager</b>
<b>Grade</b>	PS12SC	<b>Reports to (role title)</b>	<b>Senior Manager</b>
		<b>Directorate</b>	<b>Adult Social Care</b>
<b>JE Band</b>	519-613	<b>Service</b>	<b>Commissioning and Operations</b>
		<b>Team</b>	
		<b>Date Role Profile was created</b>	<b>Dec-16</b>

## Part B - Job Family Description

The below profile describes the general nature of work performed at this level as set out in the job family. It is not intended to be a detailed list of all duties and responsibilities which may be required. The role will be further defined by annual objectives, which will be developed with the role holder. The Council reserves the right to review and amend the job families on a regular basis.

<b>Role Purpose</b> including key outputs	<p>To lead, motivate, nurture and manage a front line team within the Adult Social Care Directorate, ensuring the service provided is effective and delivering positive outcomes.</p> <p>To ensure that services provided by the team are compliant with current legislation, guidance and policies, and to take responsibility for practice standards, customer service and quality assurance.</p> <p>To have overall responsibility and accountability for the day to day management and practice of the team, ensuring that processes are streamlined and resources are efficiently deployed.</p> <p>The role holder will lead establish and maintain local and/or countywide joint working relationships with other service providers, partner agencies and other stakeholders ensuring that the views and needs of individuals, carers and family members are considered in the development and delivery of services.</p> <p>They will line manage and supervise assistant team managers and senior practice leads, and be accountable for supply, succession, recruitment, retention and management of staff in line with Surrey County Council policy and practice.</p> <p>Managing the delivery of services as part of a care pathway, including links to associated services, in line with legislation, policy and practice guidance, they will ensure that services are delivered to a high quality, in line with budget and to the satisfaction of the people they are provided to, their family and carers.</p> <p>The role holder will contribute to service development initiatives, involving staff, stakeholders and in consultation with senior managers, to implement changes to service delivery and other processes to support effective and efficient service delivery.</p> <p>Ensuring that services are specified, procured and commissioned in line with procedures, budgets and guidance, they will identify opportunities for service improvement and cost reduction.</p> <p>The role holder will lead on the promotion of health and safety, ensuring issues are identified and action taken where necessary.</p> <p>Ensuring that the Directorate's Equality Action Plan and the County's equality and diversity duties and policies are implemented locally in the delivery of services and the day-to-day work of the team, they will promote positive approaches to diversity and identity, providing guidance and challenge as required. They will also create and sustain an environment where people feel supported to challenge on issues of discrimination and oppression.</p>
--	--

<b>Work Context</b>	<p>This is a high profile post and its effectiveness will depend upon positive relationships with colleagues, partners, senior managers and elected members. The team manager will take responsibility for all resources that are in place to maintain service delivery and that appropriate risk management and business continuity measures are in place.</p> <p>The manager takes responsibility for delivery of efficiency on budget, working closely with commissioning and procurement colleagues to increase value for money in service provision. The manager will be the focus of relationships with service providers and will work with senior managers on developing and shaping service provision within their area.</p>
<b>Line management responsibility</b> if applicable	Direct line management responsibility for up to approximately 25 staff and overall responsibility for a large team of up to approximately 60 staff.
<b>Budget responsibility</b> if applicable	Delegated responsibility of a budget of between £500,000 - £4 million depending on the allocated team budget.
<b>Representative Accountabilities</b> Typical accountabilities in roles at this level in this job family	<p><b>Leadership &amp; People Management</b></p> <ul style="list-style-type: none"> <li>• Lead, direct and manage the service delivery of a team and ensure that all cases including complex and high risk are progressed in line with quality, national and legislative standards.</li> <li>• Lead, motivate and develop individuals using a coaching approach to better meet current and future requirements of the service.</li> </ul> <p><b>Service Delivery and Standards</b></p> <ul style="list-style-type: none"> <li>• Ensure that team plans are developed to reflect wider service plans and strategies and that the necessary resources are in place to deliver an effective and high quality service.</li> <li>• Review the operations of the team to identify improvements in systems, processes, procedures and working methods, and propose changes to secure greater efficiency and compliance.</li> </ul> <p><b>Performance and Quality</b></p> <ul style="list-style-type: none"> <li>• Ensure performance throughput targets and key performance indicators are achieved by promoting quality standards, maintaining and monitoring systems to collate performance information and taking appropriate action as necessary.</li> </ul> <p><b>Working with others</b></p> <ul style="list-style-type: none"> <li>• Establish effective local working relationships and joint working arrangements with partners to develop collaborative services and partnership arrangements.</li> <li>• Implement and maintain effective and robust communication between team members, the wider directorate, partner agencies, service users and carers to ensure a person-centred service that continuously improves.</li> </ul> <p><b>Budget and Efficiency</b></p> <ul style="list-style-type: none"> <li>• Plan, control and monitor allocation and use of allocated budget/resources/funding effectively to ensure maximum value is delivered.</li> </ul> <p><b>Risk and Business Continuity</b></p> <ul style="list-style-type: none"> <li>• Ensure appropriate assessment and management of risk, maintaining and implementing operational arrangements to respond to civil emergencies and preparing and updating business continuity plans to ensure continued service delivery in the event of a major incident.</li> <li>• Investigate concerns, complaints, critical incidents and safeguarding concerns, adhering to procedures and taking the appropriate action.</li> </ul> <p><b>Duties For All</b></p> <p>Values: To uphold the values and behaviours of the organisation.</p> <p>Equality &amp; Diversity: To work inclusively, with a diverse range of stakeholders and promote equality of opportunity.</p> <p>Health, safety and welfare: To maintain high standards of Health, Safety and Welfare at work and take reasonable care for the health and safety of themselves and others.</p>

<p><b>Education, Knowledge, Skills &amp; Abilities, Experience and Personal Characteristics</b></p>	<ul style="list-style-type: none"> <li>• Relevant professional qualification and Health and Care Professions Council registration where required plus substantial experience at a senior management level in specialist area</li> <li>• Extensive, sophisticated and up to date working knowledge of relevant national and local policy, statutory guidance and legislation in relation to the provision of social care services.</li> <li>• Demonstrable experience in successful recruiting, performance managing, coaching and developing staff.</li> <li>• Ability to model and promote a culture of clear communication, supporting the development of effective communication skills in others.</li> <li>• Ability to communicate effectively in highly charged, complex or challenging situations to a wide range of audiences for different purposes and at different levels, including public speaking.</li> <li>• High level problem solving and analytical skills with the capacity to devise and implement innovative solutions.</li> <li>• In depth knowledge of civil emergency plans and business continuity.</li> <li>• Applied knowledge of complaints procedures and how to deal with sensitive and complex issues.</li> <li>• In depth knowledge of team dynamics, coaching, mediation and conflict resolution.</li> <li>• Excellent partnership working skills with an ability to communicate and collaborate effectively with partners in statutory, voluntary and third sector organisations.</li> <li>• Possess a confident body of knowledge that informs team management practice and style.</li> </ul> <p>Ability to manage budgets and available resources to deliver effective support to their area of responsibility.</p>
---	---

<p><b>Details of the specific qualifications and/or experience if required for the role in line with the above description</b></p>	<ul style="list-style-type: none"> <li>• Social work, occupational therapy or other relevant professional qualification.</li> <li>• Social workers and Occupational Therapists must maintain their current registration with Health Care Professions Council (HCPC) and adhere to the HCPC standards for conduct, performance and ethics.</li> <li>• A detailed knowledge of the Mental Capacity Act 2005 and its application across a range of complex situations.</li> <li>• A detailed knowledge of social care processes and responsibilities in line with personalisation, self directed support and person centred planning.</li> <li>• A detailed knowledge and understanding of Health and Safety and its application to the team.</li> <li>• Knowledge of current policies and procedures for the line management of staff including sickness, capability and disciplinary procedures.</li> <li>• An in depth knowledge of civil emergency plans and business continuity.</li> <li>• An applied knowledge of complaints procedures and how to deal with sensitive and complex issues.</li> <li>• Knowledge of the application of professional ethics to decision making using a legal and human rights framework.</li> <li>• Knowledge of a wide range of theories and models for social care intervention with individuals, families, groups and communities and the methods derived from them.</li> <li>• An in depth knowledge of team dynamics, coaching, mediation and conflict resolution, with the</li> </ul>
--	---

ability to provide professional leadership and facilitate collaboration within a multi-agency context.

- Ability to influence organisational development proactively using feedback from colleagues and partners.
- Ability to ensure that practice is compliant with current legislation and be able to challenge in situations where this is not the case.
- Ability to monitor, collate and manage performance data to ensure that service standards and positive outcomes are achieved.
- Ability to address and oversee performance management issues, supporting people to positively resolve difficulties where possible, and taking action with HR colleagues where necessary.
- Willingness and ability to promote positive working relationships in and across teams using strategies for collaboration and contribute to a supportive organisational culture.
- Ability to advise, model and support others to share information appropriately and in a timely way including in complex situations where there are competing or contradictory rights involved.
- Ability to create a learning culture that proactively supports students and newly qualified staff.
- Experience of providing professional leadership and of developing practice, policies and procedures both within a team and across a wider organisation.
- Extensive line management experience, including the management of performance and development and successfully addressing conduct, attendance and capability issues.
- Experience of successful management and delivery of change and improvements using project management approaches.
- Experience of putting in place systems that support high quality professional reflective supervision, appraisal and effective use of personal development plans.
- Extensive post qualification professional and management experience (usually a minimum 6 years) working in a social care or community multi agency environment.
- Evidence of continuing professional development including leadership and management training.

**Role Summary**

Roles at this level lead, motivate, nurture, manage and develop large teams ensuring the service provided is effective and delivers positive outcomes. They take responsibility for practice standards, customer service and quality assurance and ensure that processes are streamlined and resources are efficiently deployed. They lead establish and maintain local and/or countywide joint working relationships with other service providers, partner agencies and other stakeholders ensuring that the views and needs of people who interact with the service are considered in the development and delivery of services. These roles require extensive management experience and high level expertise.