

Post:	Service Manager
Delegated Authority	Level 5
Team:	Camden & Islington Recovery Services
Responsible to:	Head of Employment Initiatives
Responsible for:	Camden & Islington Recovery Service Teams

Job Purpose

To provide strong and effective leadership and the management of the teams working across both borough's to support people who have issues in relation to substance misuse to engage in meaningful activities with a particular emphasis on education, training and employment.

In addition, to continue to develop and manage the delivery of the well-established day programmes at the service including the highly successful Fuchsia Day Programme and a structured substance programme for offenders subject to Drug Rehabilitation Requirements.

Key Accountabilities

1. Service Development and Innovation

To implement a programme of continuous improvement in an environment where clients are supported and have access to the resources they need in order to achieve positive and sustainable outcomes particularly in relation to education, training and employment. To ensure that the services are tailored to the specific needs of the client group and responsive to the priorities of commissioners. To ensure both peer mentoring and service user involvement is embedded across all elements of the service, with the support of the Peer Mentor Team Manager.

2. Leading the team

To actively lead and direct the team in their day-to-day work to ensure that clients receive a consistent, high quality and responsive service in which each one has an individual package of support with an up to date action plan implemented through regular formal and informal Keyworking and day to day contact.

To identify and test ways of working with clients in order to support them to achieve their identified goals

To lead on recruitment, induction and performance management in order to achieve a high performing team where staff are developed and encouraged to fulfil their full potential.

3. Health and Safety

To ensure the safety of staff and clients is maintained at all times and to ensure that staff are working within policy and procedure and that risks are fully assessed and addressed.

To ensure staff offices are managed and maintained to a satisfactory standard for staff, communicating with facilities management in the event of issues arising.

4. Service utilisation

To oversee referrals and ensure that they meet the criteria and service specification and that referral agencies are aware of the projects and their selection criteria. To ensure those referred are interviewed and assessed and accepted in line with policy and procedure. To ensure that clients have a robust exit strategy from the service.

5. Managing Risk

To ensure the appropriate management of client and visitor related, occupational health, business and financial risk in relation to the services through timely and appropriate risk mapping, assessment and management.

6. Networking, Liaison and negotiation

To establish effective multi agency working which benefits both SHP and our clients. To attend and represent the project and the organisation at relevant local fora, influencing through effective communication and negotiation to the benefit of your service and its users. To work effectively with other service and treatment providers within Camden and Islington in addition to organisations within the criminal justice system in both borough's to ensure effective local knowledge and clear communication with key stakeholders. To ensure effective partnerships are established and managed with other SHP managers and services across both boroughs, to maximise referrals into the service.

7. Financial management

To ensure the adherence to financial procedures at all times and ensure the service represents value for money and operates within budget. To assist in the preparation of the annual service budget.

8. User Participation

To effectively manage substance use service involvement delivery in the borough of Camden, providing a range of activities including weekly drop in's and a monthly forum for service users. To encourage and facilitate user participation and service feedback through a variety of means ensuring that information so captured results in direct and timely service improvement.

9. Information Management

To produce regular and timely monitoring evaluation and outcome reports and ensure that accurate information about service activity is provided to maintain the service database and fulfil monitoring requirements.

Technical and Professional Know-How required for Effective Performance

- Considerable experience and expertise in the provision of assessment, planned support, goal setting, and advocacy with vulnerable people and the ability to share this and support others to deliver
- Significant staff and project management experience
- An in depth understanding of the approaches required to ensure the successful delivery of a structured group based day programme
- Experience of and the ability to plan monitor and evaluate services to ensure that they are responsive and relevant
- Experience of working in a drug or alcohol service
- The ability to select and develop staff, manage performance, lead by example and achieve results coupled with a clear understanding of the purpose and process of staff supervision and an understanding of how to motivate staff to maintain enthusiasm for a high level of client contact
- Experience of working in partnership with employers, training and agencies providing volunteering opportunities
- Experience of managing complex and difficult situations achieving resolution and customer satisfaction
- A demonstrably high level of numeracy, literacy and comprehension in order to be able to contribute to budget setting, monitor expenditure, write reports and review, analyse and extrapolate from written information
- A proven track record in achieving positive outcomes for vulnerable people by networking and brokering opportunities
- Specialist knowledge of current issues in the provision of treatment for substance misuse and a commitment to working within the recovery agenda
- Strong written and verbal communication skills, with experience of public speaking and facilitation
- Ability to communicate effectively with a variety of individuals ranging from commissioners, drug and alcohol treatment providers, service users and other local community services

Competencies Required For Effective Performance:

Competency	What this looks like in practice	Level
Analytical Thinking (The ability to give proper consideration to problems and to come up with good solutions.)	Gathers the required information to solve problems <ul style="list-style-type: none"> ▪ Steps back from the problem and thinks about what information is required ▪ Collects the information required to solve the problem ▪ Draws upon and learns from previous experiences of self and others ▪ Organises the information in a logical way 	1
	Sifts and analyses information <ul style="list-style-type: none"> ▪ Processes information quickly and draws accurate conclusions ▪ Breaks down problems into their parts, identifies cause and effect ▪ Makes accurate deductions ▪ Evaluates whether arguments or cases are complete or sound ▪ Challenges incorrect information or discrepancies ▪ Reflects on what they've done and learns from it 	2
	Solves complex and strategic problems <ul style="list-style-type: none"> ▪ Sees beyond the immediate issue ▪ Considers the wider and strategic implications ▪ Takes into account wider political, social and economic factors ▪ Is able to articulate abstract and complex problems ▪ Carries out analysis of complex information in order to identify the main issues ▪ Considers the whole process or situation from different angles ▪ Proposes new or original solutions 	3
Commitment and Drive (The ability to take the initiative and achieve targets and results)	Is conscientious and professional <ul style="list-style-type: none"> ▪ Meet targets and deadlines ▪ Do what they say they are going to do ▪ Prepares properly for meetings and events ▪ Complies with defined policies and procedures ▪ Understands the need to evidence what we do ▪ Completes paperwork and reports in line with standards 	1
	Is proactive and solution focused <ul style="list-style-type: none"> ▪ Is enthusiastic and positive in what they do ▪ Do things before they need to be told ▪ Find solutions for themselves ▪ Knows when to make decisions and when to seek support from others ▪ Is flexible and adapts response according to the situation while working within. SHP policies and procedures 	2

	<p>Goes the extra mile</p> <ul style="list-style-type: none"> ▪ Willingly take on extra tasks and/ or responsibilities outside of their current role ▪ Look for and enjoy new challenges and opportunities ▪ Achieve results through their own motivation and drive ▪ Starts and carries through new projects ▪ Consistently achieve high standards for themselves (and others) 	3
<p>Efficiency and Effectiveness</p> <p>(The ability to plan and organise work so that deadlines, targets and standards are met)</p>	<p>Organises own work</p> <ul style="list-style-type: none"> ▪ Thinks ahead about what needs to be done. ▪ Sets clear priorities for work ▪ Shows good attention to detail; checks work for accuracy ▪ Keeps files and other paperwork up to date ▪ Knows where to find things ▪ Meets targets and deadlines 	1
	<p>Consistently delivers work on time and to standards</p> <ul style="list-style-type: none"> ▪ Produces work quickly ▪ Meets quality standards ▪ Plans work and projects, sets clear milestones ▪ Monitors progress and takes action where performance deviates from plan ▪ Juggles several tasks and projects at any one time without letting any drop 	2
	<p>Ensures that others deliver work on time and to standards</p> <ul style="list-style-type: none"> ▪ Communicates expectations of standards and timescales to others ▪ Holds others accountable for delivering on time and to standards ▪ Constructively and decisively deals with performance issues ▪ Allocates resources in line with organisational priorities ▪ Delegates tasks and projects effectively ▪ Ensures that projects and initiatives are planned and executed in conjunction with other departments 	3
<p>Teamworking</p> <p>(The ability to work cooperatively and supportively with their own team and other teams across SHP)</p>	<p>Supports and considers others</p> <ul style="list-style-type: none"> ▪ Does their fair share ▪ Is flexible and is prepared to help with things which are outside their own role ▪ Sees when others are struggling and offers help ▪ Owns their decisions and does not pass the buck ▪ Actively contributes to team meetings ▪ Shares knowledge and ideas with colleagues ▪ Actively supports other teams across SHP ▪ Promotes SHP as an organisation inside and outside the organisation 	1

	<p>Builds team spirit</p> <ul style="list-style-type: none"> ▪ Acts to promote cooperation in the team. ▪ Emphasises the strengths of the team and builds on them ▪ Offers support and coaching when required. ▪ Proactively identifies and manages conflict within the team ▪ Takes collective responsibility for team actions and decisions ▪ Represents the team positively to others in SHP 	2
<p>Effective communication</p> <p>(The ability to communicate with others in a cooperative and sensitive way.)</p>	<p>Communicates clearly</p> <ul style="list-style-type: none"> ▪ Can talk to different types of people effectively ▪ Checks that they have been understood ▪ Speaks to people in a respectful and courteous manner ▪ Respects and takes into account cultural differences ▪ Uses appropriate body language ▪ Writes clearly and concisely ▪ Uses appropriate methods of communication 	1
	<p>Shows warmth and consideration to others</p> <ul style="list-style-type: none"> ▪ Is open and honest ▪ Makes every effort to put people at their ease ▪ Is a good listener; gives people time ▪ Takes time to tune into what others are really thinking and feeling ▪ Is very aware of their own emotions and feelings and how these impact on others 	2
	<p>Influences people inside and outside the organisation</p> <ul style="list-style-type: none"> ▪ Speaks with enthusiasm and conviction ▪ Networks effectively inside and outside of SHP ▪ Adapts their style and approach to the needs of the audience ▪ Presents information so that others understand and are engaged ▪ Sells the benefits of their proposals to others ▪ Finds win- win for both parties in a negotiation 	3
<p>Resilience</p> <p>(The ability to deal with situations with clients and colleagues with confidence.)</p>	<ul style="list-style-type: none"> ▪ Is self aware ▪ Takes time to reflect on actions and behaviours and learn from them ▪ Admits when they make mistakes and learns from them ▪ Has the confidence to review what works and does not work ▪ Is aware of their own strengths and areas for development ▪ Takes responsibility for their own learning 	1
	<ul style="list-style-type: none"> ▪ Is assertive and self confident ▪ Presents self in a confident manner ▪ Raises issues in a constructive way ▪ Able to make clear decisions and act on them 	2

	<ul style="list-style-type: none"> ▪ Remains calm and self controlled in challenging situations ▪ Acts decisively and appropriately in a crisis 	
	<p>Demonstrates authority</p> <ul style="list-style-type: none"> ▪ Prepared to make difficult or unpopular decisions, when required and stand by them ▪ Balances being tough minded with sensitivity ▪ Accepts and responds to constructive feedback ▪ Delegates appropriately and has the confidence to trust that staff will deliver ▪ Supports SHP policy or strategy in the face of challenges 	3
<p>Leadership</p> <p>(The ability to motivate, develop and inspire others.)</p>	<p>Acts consistently with staff</p> <ul style="list-style-type: none"> ▪ Sets and communicates clear targets and expectations to staff ▪ Is approachable and shows genuine concern for others ▪ Makes sure that staff have the information that they need to do their jobs ▪ Monitors staff performance ▪ Deals with poor performance in a timely way ▪ Interprets policies and procedures in the same way as other managers ▪ Acts in line with SHP values 	1
	<p>Encourages and develops others</p> <ul style="list-style-type: none"> ▪ Helps others to see what they can achieve and how they could develop ▪ Recognises and builds upon others strengths and expertise ▪ Praises individuals and the team for a job well done ▪ Gives constructive feedback, both positive and negative with evidence ▪ Encourages others to state their views and contribute to the team ▪ Shares problems with the team and asks for their input ▪ Recognises when the team or individual is stuck and works with them to find a way forward 	2
	<p>Wins others commitment to their compelling vision</p> <ul style="list-style-type: none"> ▪ Articulates a clear picture of their vision, explaining how it aligns with the SHP vision ▪ Explains the bigger picture to staff; gives them the context ▪ Explain how the vision can be achieved ▪ Pulls together other departments and teams to achieve the vision ▪ Motivates staff to do more than they ever thought possible ▪ Role models SHP values 	3

<p>Putting the Customer First</p> <p>(The willingness and ability to deliver the best possible person centred service to our customers - customers may be service users, RSLs, statutory bodies, colleagues in other departments etc.)</p>	<p>Builds effective relationships with customers</p> <ul style="list-style-type: none"> ▪ Makes themselves available for the customer ▪ Treats people with respect and courtesy ▪ Explores with customers their specific needs ▪ Is very clear with boundaries – the customers and their own ▪ Recognises that SHP exists to provide a service to our customers 	1
	<p>Finds positive solutions to meet customer needs</p> <ul style="list-style-type: none"> ▪ Actively seeks and offers alternative ways of meeting customers needs ▪ Is responsive to customer problems, and works with them to resolve problems promptly ▪ Foresees problems rather than waiting for them to happen ▪ Asks for feedback from customers about the service provided, and acts on it ▪ Establishes effective working relationships with other agencies to meet customer needs ▪ Knows when to refer on to other agencies 	2
	<p>Takes actions to improve customer service</p> <ul style="list-style-type: none"> ▪ Asks for others’ ideas about how service can be improved ▪ Looks for ways to make procedures and systems more customer-friendly ▪ Involves customers in continuously improving the service ▪ Collaborates with other agencies and organisations to promote joint working ▪ Ensures that customer feedback affects real change across SHP 	3
<p>Embracing Change and Innovation</p> <p>(The willingness and ability to adapt to changing circumstances and come up with new and innovative ideas.)</p>	<p>Responds positively to change</p> <ul style="list-style-type: none"> ▪ Sees the positive aspects of change ▪ Is flexible and adapts easily to new requirements. ▪ Is willing to learn and to take on new skills ▪ Offers constructive alternatives if they disagree with a change 	1
	<p>Generates new ideas</p> <ul style="list-style-type: none"> ▪ Challenges the way that things are done now and proposes a better way ▪ Comes up with creative solutions and ideas ▪ Seeks new ways of working in partnerships ▪ Asks for others ideas on how changes and new ideas can be implemented ▪ Looks for new opportunities for promoting SHP 	2
	<p>Is entrepreneurial</p> <ul style="list-style-type: none"> ▪ Finds innovative solutions for improving the service ▪ Look for many different ways of creating new business ▪ Seizes opportunities to respond creatively to strategic external agendas 	3

