

Post:	Residential Services Manager
Delegated Authority:	Level 5
Team:	SHP Greenwich Young People's Team
Responsible to:	Regional Services Manager
Responsible for:	Project Workers, Night workers, volunteers, peer /mentors.

Job Purpose:

To provide day to day management of the Royal Borough Greenwich Services and lead the team to deliver a high quality service to young people with a range of complex and enduring needs. Specifically in relation to leaving care, offending behaviour, gang affiliation and anti-social behaviour.

You will be working within an asset based framework, to ensure that young people's needs and aspirations are at the centre of the support planning process. You will manage the team to ensure that all aspects of the service are delivered to the highest standards, that they are fully compliant with organisational values and contractual requirements and also that they reflect current good practice.

You will be overseeing a board team which will include front line staff, junior managers & specialist staff. You will be working as part of a wider management team within SHP's youth services.

Key Accountabilities

1.0 SERVICE DELIVERY AND DEVELOPMENT

- 1.1 To actively direct team members in their day-to-day work to ensure that young people receive a consistent, high quality and responsive service.
- 1.2 To ensure that each client / resident has an individual package of support with an up to date support plan and regular formal and informal key working.
- 1.3 To take the lead in ensuring that needs and risk assessments are comprehensive; involve the client fully and are recorded and reviewed in line with policy and procedure.
- 1.4 To actively direct team members in ensuring the service operates effectively, that codes of professional conduct are adhered to and that all staff maintain high quality standards of work practice.

- 1.5 In conjunction with the Regional Services Manager, to facilitate a program of continuous improvement in an environment where clients are supported and have access to resources they need in order to achieve positive and sustainable outcomes.
- 1.6 To oversee the reports regarding missing young people, to lead on coordinating a joint up response with statutory services, as well as directing a variety of approaches for non-engaging clients.
- 1.7 To lead on developing the recruitment, training and the use of volunteers across the YP services in response to clients needs within schemes.

2.0 SERVICE UTILISATION

- 2.1 To maintain positive working relationships with the Royal Borough of Greenwich Young Peoples Pathways and referral agencies. (1st Base Housing).
- 2.2 To take direction from the senior manager regarding processes related to the management of the referrals into scheme and assessment of client needs prior to placements commencing.
- 2.3 To ensure that all referrals are interviewed, assessed and accepted / rejected in line with policy and procedure.
- 2.4 To oversee referrals ensuring that they meet the criteria and service specification and that referral agencies are aware of the project and its selection criteria.
- 2.5 To ensure that preparation for move-on begins once the young person moves into the service, and to lead on the development and roll out of a comprehensive package of life skills training which is available to all.
- 2.6 To be led by the senior manager in overseeing move-on targets as detailed in the service specification and be responsive to the priorities of the local authority.

3.0 QUALITY AND MONITORING

- 3.1 To actively direct the teams day-to-day work load to ensure that service users receive a consistent, high quality and responsive service. In which each young person has an individual package of support with an up to date support plan, risk assessment and needs assessment implemented through regular formal and informal key working and day to day contact.
- 3.2 As directed by the Senior Manager, to contribute to organisational and statutory monitoring and reporting within set deadlines.

4.0 PROMOTING INCLUSION AND PARTICIPATION

- 4.1 To promote inclusion and to develop the staff team around the core services provision including offering support and guidance around Digital Inclusion, income maximisation, social activities, education and training and health improvement.
- 4.2 To work alongside the Senior manager and encourage and facilitate user participation and feedback on the service through a variety of means and to ensure that information captured results in change and service improvements.
- 4.3 To build and develop community links for the schemes. Also to ensure that staff members are working actively with clients in engaging with activities available within SHP and the wider community.

5.0 PARTNERSHIP WORKING

- 5.1 To demonstrate effective multi-agency working - which benefits both SHP and our clients. Representing the services and the organisation as a whole via attendance at relevant meetings and forums.
- 5.2 To work effectively with SHP staff in other teams to ensure best practice is identified and shared.
- 5.3 To build a network of resources to support the delivery of the structured activity programme.

6.0 LEADING THE TEAM AND TEAM WORKING

- 6.1 To actively lead and direct the team in their day-to-day work, ensuring all clients receive a consistent, high quality and responsive service.
- 6.2 In partnership with the Senior Manager, to identify and implement flexible approaches of working with the client group, in order to best promote and advance their progress.
- 6.3 To facilitate group supervision for support staff using reflective practise models.
- 6.4 To develop the staff team in a psychologically informed way within the core model of service delivery.
- 6.5 To take part in peer led group development across SHP services.

7.0 PROPERTY AND HOUSING MANAGEMENT

- 7.1 To ensure the property is maintained to a high standard and that effective systems are in place to ensure all areas of housing management are efficient and offer value for money, with voids kept to a minimum and rental income maximised.

- 7.2 Ensure a robust approach to managing the locality and any community risks around the properties are in operation and regularly reviewed.

8.0 SAFEGUARDING CHILDREN AND VULNERABLE ADULTS

- 9.1 To ensure that staff are committed to safeguarding children and vulnerable adults in line with SHP policy and procedure.
- 9.2 To ensure that staff fulfil their duties in protecting colleagues and clients from any form of harm when they are vulnerable, in line with SHP Procedure.
- 9.3 In conjunction with the service manager to act as point of reference for safeguarding concerns within Royal Borough of Greenwich services.
- 9.4 To deliver local training for the staff teams around safeguarding best practice.

General Management

10.0 PEOPLE MANAGEMENT

- 10.1 To ensure that staff and volunteers are managed, valued and developed in line with relevant policies and procedures so that they function as a high performing team and are developed and encouraged to fulfil their potential.
- 10.2 To ensure that staff leave is managed in line with Annual Leave and other leave and sickness policies and procedures.
- 10.3 To support good team communication and morale and actively support the Senior Manager in ensuring that conflict is managed supportively and in line with relevant policies and procedures.

11.0 FINANCIAL MANAGEMENT

- 11.1 To adhere to and ensure staff adherence to financial procedures at all times.
- 11.2 To support the Senior Manager in ensuring that the service represents value for money and operates within budget.

12.0 RISK MANAGEMENT

- 12.1 To actively support the Senior Manager in the appropriate management of client, visitor and occupational health related risks.

- 12.2 To ensure all young people have an up to date risk assessment, which protects the individual, fellow young people and staff, identifies the risk clearly and outlines an effective plan for risk management.
- 12.3 To ensure that staff undertake necessary risk management training and understand their responsibilities within SHP's procedural framework.

13.0 HEALTH AND SAFETY

- 13.1 To ensure the safety of self and colleagues through understanding of SHP's Health and Safety procedural framework and safe working practice.
- 13.2 To ensure that staff and volunteers are aware of and fulfil their responsibilities within SHP's Health and Safety procedural framework, have completed the required training and adhere to organisational policy and procedure at all times
- 13.2 To ensure that all property risk assessments are reviewed and updated at regular intervals in line with organisational policy and procedure.

14.0 INFORMATION SECURITY & DATA PROTECTION

- 14.1 To comply with and ensure that staff comply with the organisational requirements to protect personal and confidential information and to support the management of risk regarding information security breaches.

15.0 MISCELLANEOUS

- 15.1 To undertake reasonable additional tasks and responsibilities as directed by the Senior Manager.

Technical and Professional Know-How required for Effective Performance

Experience

- A proven track record of staff and service management and demonstrable ability to manage staff performance and motivate staff members to perform effectively.
- Experience of managing accommodation based services with a variety of tenures and knowledge of the associated housing management and health and safety requirements
- Demonstrable experience of effectively managing staff that work with the range of issues involved in the delivery of quality services to young people who may be at risk or looked after with complex needs including offending and gang affiliation.
- Experience and an in-depth understanding of the principles and delivery of risk and needs assessment, Safeguarding young people within a strengths model, and the ability to share this and support others to deliver this.

Knowledge and Abilities

- An ability to provide flexible and client centred solutions to problems of behaviour. Also the ability to embed psychologically informed methods of work within an accommodation setting.
- 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.
- Strong networking skills, and proven ability to build positive working relationships with internal and external stakeholders.
- Willingness to take part in an out of hours paid 'On Call' system on a rota basis.

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 	2

	<p>conclusions.</p> <ul style="list-style-type: none"> ▪ 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. 	
<p>Commitment and Drive</p> <p>(The ability to take the initiative and achieve targets and results)</p>	<p>Is conscientious and professional</p> <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
	<p>Is proactive and solution focused</p> <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>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. 	3

	<ul style="list-style-type: none"> ▪ Ensures that projects and initiatives are planned and executed in conjunction with other departments. 	
<p>Team Work</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>Resilience</p> <p>(The ability to deal with situations with clients and colleagues with confidence.)</p>	<p>Is self aware</p> <ul style="list-style-type: none"> • 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
	<p>Is assertive and self confident</p> <ul style="list-style-type: none"> • Presents self in a confident manner. 	2

	<ul style="list-style-type: none"> • Raises issues in a constructive way. • Able to make clear decisions and act on them. • 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>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,</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 	2

<p>colleagues in other departments etc.)</p>	<p>customers needs</p> <ul style="list-style-type: none"> ▪ 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. 	
	<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