

## About Glasgow City HSCP Care at Home Service

Within Glasgow City Health and Social Care Partnership sits the Care at Home Service, the facility is registered with the Care Inspectorate under 6 unique registrations and works to the Scottish Social Services Council's code of professional practice across 8 Care at Home Services:

- Reablement
- First Response
- Overnight, Mainstream
- Children and Family
- Supported Living
- Homeless
- Responder Service

Across these 8 services, Glasgow City HSCP Care at Home Service has provided the following to date (Feb 2021):

- Delivered 87,000 visits per week equating to over 4 million visits per year
- 8,500 service users a year receive support from these services
- 59.8% of services are delivered out of hours, evenings and weekends which is a unique feature of the Care at Home Service in Glasgow

The Care at Home Service core objective is to work in partnership with all services of the HSCP and the local authority to support the city's vulnerable elderly population to live independently and safely in their own homes for as long as possible. Working together, Greater Glasgow and Clyde NHS and Glasgow City HSCP alongside the Care at Home Service, consider hospital discharge a strategic priority.

Facilitating an average of 500 discharges to home (Feb 2021) with pre-covid numbers being approx. 800 patients home every 4 weeks, 63% of these referrals will start on the same day as the package of care was referred, of which 23% must start within 4hrs after the referral from 8am – 10pm across 7 days to 110 wards.

Glasgow HSCP is considered the best in class in dealing with the very real challenges of Hospital discharge both pre covid and during the pandemic, it is critical that this performance is maintained to support our Acute Hospitals particularly as we consider recovery and the bed pressures in Glasgow.

The facility also provides an Alarm Responder Service, which currently supports 9,500 service users. The call handling team deal with an average of 34,400 calls every 4 weeks.

There are 4 responder teams covering the entirety of Glasgow City available 24 hours a day to respond to such calls as:

- Non injured fallers
- Unscheduled personal care needs
- Property exit sensor alarms

Glasgow HSCP Care at Home Service is the cornerstone of Social Care in Glasgow and as such it is critical, the services both remain flexible in our response to the needs of our vulnerable services users as well as our business continuity planning in terms of increasing our capacity in service across the city.

The successful applicant for this position will be responsible for one of the three sectors across the City; North West, North East and South. The Home Care workforce do not have a fixed base, 80% of staff are on foot working within their area and linked to the service only by use of their iPhone and their management structure, the service relies heavily on technology to provide a responsive and flexible service.

## JOB DESCRIPTION

<b>Family</b>	Leadership
<b>Role profile Level Number</b>	Senior Manager Service Delivery – LDR3A, 2A & 1A (3 Levels)
<b>Reporting line (general)</b>	General Manager
<b>Purpose</b>	
To lead and control the corporate management of a substantial management section to achievement the required outputs.	
<b>Work area statement</b>	
<b>Action</b>	<b>End Result</b>
<b>Delegated Functions</b>	
Undertake the formal responsibilities required for assigned delegated functions on behalf of the Council.	<ul style="list-style-type: none"> <li>• The Council fulfils the stipulated controls and submissions</li> <li>• The Council complies with the relevant requirements and standards of regulatory systems</li> <li>• Critical constraints and implications are brought to Council's attention</li> </ul>
<b>Service Strategic Planning</b>	
Contribute to the development of strategic plans for the assigned management section.	<ul style="list-style-type: none"> <li>• Strategic plans for the assigned Service unit that meet the objectives and that integrate and are consistent with the Service Area's and Council's overall strategy</li> <li>• Proposed section budgets are prepared and presented with detail and justification</li> </ul>
<b>Planning</b>	
Develop, communicate and control the detailed operational plans for the section to meet the requirements of the Council.	<ul style="list-style-type: none"> <li>• Anticipation and response to changing priorities</li> <li>• Specific financial and non financial objectives for the section</li> <li>• Resources are deployed to meet effective and efficient achievement of section objectives</li> </ul>
<b>Operational Management</b>	
Lead and control all operational service activities of the management section to ensure delivery of required service standards and seek continuous improvement.	<ul style="list-style-type: none"> <li>• Achievement of service objectives within operating constraints</li> <li>• Dependable delivery of required services to the customer</li> <li>• Compliance with applicable laws and regulations</li> <li>• Current good practice is introduced and reviewed for effectiveness</li> <li>• Effective implementation of defined change programmes</li> </ul>
<b>Finance and Control Management</b>	
Lead and control the financial expenditure and integrity of the management section to assure regulatory and Council policy compliance.	<ul style="list-style-type: none"> <li>• Achievement of service objectives within assigned budgets</li> <li>• Internal control and information systems that provide reasonable assurance of the effectiveness and efficiencies of operations</li> <li>• Identify opportunities for economies</li> <li>• Compliance with internal requirements</li> </ul>
<b>Reporting</b>	
Prepare and present all required operational reports and information.	<ul style="list-style-type: none"> <li>• Fulfilment of all required management information processes, procedures and reporting</li> <li>• Measurement and monitoring of performance</li> <li>• Review and understanding of variance to plans</li> <li>• Identify opportunities for improvement</li> </ul>

<b>People Management and Development</b>		
Lead, motivate and develop employees throughout the assigned management section.	<ul style="list-style-type: none"> <li>• Employees managed achieve the required outputs</li> <li>• Deficiencies and underperformance are actively resolved</li> <li>• Identification and recommended development of capable people to enable the achievement of section objectives</li> <li>• Positive employee feedback is sustained and improved</li> </ul>	
<b>External relationships</b>		
Promote, foster and sustain working relationships with associated Council and external partners.	<ul style="list-style-type: none"> <li>• Assure the appropriate section viewpoint is presented</li> <li>• Issues are mutually resolved</li> <li>• Active development of Partnership working arrangements</li> </ul>	
<b>Advisory</b>		
Respond to information requests from Elected Members on issues relevant to the section.	<ul style="list-style-type: none"> <li>• Advice and guidance on service issues</li> <li>• Senior management informed of request and information provided</li> </ul>	
<b>Nature of contacts and relationship (who and the nature of the communications)</b>		
Senior Manager in a significant management section. Ongoing operational relationships with multiple services from within the Council and associated organisations. Recognised head of a management unit.		
<b>Working Environment Context (disruption, physical, disagreeable, health and safety aspects)</b>		
Office or public building based. May have extensive field operations		
<b>Procedural Context (creativity, discretion, impact)</b>		
The Senior Manager implements and provides general management control over a substantial business or service area. Responsible for operational and implementation decisions to meet required objectives.		
<b>Key facts and figure ranges (include likely size of any team managed)</b>		
There are three graded levels of Senior Manager. The content of the role will remain broadly the same. Variations will be a result of combinations of technical complexity, revenue sums controlled, diversity and scale of operations.  Section budget usually in excess of £5 million. Employees numbers managed are substantial, usually in excess of 150 but may be several hundred.		
<b>Skills, knowledge and qualifications</b>		
<b>Formal qualifications required. Essential and generally preferred</b>		
Degree level desirable.		
<b>Work knowledge</b>		
Proven senior managerial experience in related management area. Financial control expertise. Substantial people management experience.		
<b>Work skills and equipment operated</b>		
Familiarity with the operational limitations of critical equipment and infrastructure within the section.		
<b>Key Competency Requirement</b>		
	<b>Competency</b>	<b>Level</b>
<b>1</b>	Self belief	3
<b>2</b>	Self awareness	3
<b>3</b>	Self management	3
<b>4</b>	Drive for improvement in Public Services	3

<b>5</b>	Personal integrity	3
<b>6</b>	Seizing the future	4
<b>7</b>	Intellectual flexibility	3
<b>8</b>	Broad scanning	3
<b>9</b>	Contextual astuteness	3
<b>10</b>	Drive for results	4
<b>11</b>	Leading change through people	5
<b>12</b>	Holding to account	3
<b>13</b>	Empowering others	3
<b>14</b>	Effective and strategic influencing	3
<b>15</b>	Working effectively with others	2

## PERSON SPECIFICATION

<b>Job title:</b>	Service Manager (Care Services)
<b>Job Family/ Grade/Level:</b>	LDR1a, Grade 9
<b>Summary of role:</b>	<p>To provide effective leadership, operational management, strategic direction and be accountable for Older People Care Services, reporting to Head of Care Services on all performance, planning, financial and workforce areas for care at home services.</p> <p>Older People Care Services include Community Alarms, Operational Homecare, Operational Support and Assessment teams.</p> <p><b>Main Tasks, Duties and Responsibilities</b></p> <ol style="list-style-type: none"> <li>1. Manage a range of complex care services within GCHSCP Older Peoples team contributing to the planning, legislative and financial framework.</li> <li>2. Ensure that statutory responsibilities are met and service strategies, performance targets and plans are implemented and achieved.</li> <li>3. Manage teams of staff, led by operational managers, supervisors and team leaders. Ensure appropriate workforce planning and staff deployment to ensure safe staffing levels at all times. Effectively monitor and manage attendance levels.</li> <li>4. To manage all staff within the services, ensuring there is an overall workforce plan, training and development strategy for each service area in accordance with the Council's HR policies, practices and procedures</li> <li>5. Promote professional and personal development amongst staff by ensuring that effective performance management systems are in place which provide development opportunities, enhance performance and facilitate skill utilisation and flexibility.</li> <li>6. Ensure appropriate advice is provided on corporate workforce planning and quality assurance, including safe recruitment practice, coaching/mentoring arrangements, managing poor performance and promoting continuous learning and development for staff</li> <li>7. Managing team to achieve required outputs, identifying and resolving deficiencies and underperformance</li> <li>8. To be responsible for ensuring that statutory responsibilities are discharged for each of the service areas with oversight of regulatory reporting to the Care Inspectorate, SSSC and TEC Service Association (TSA)</li> <li>9. To be responsible for contributing to an Improvement plan for the services within care at home, reflecting the GCHSCP overall objectives and plans for the Health and Social Care in the city.</li> <li>10. To promote and where necessary lead the identification, development and implementation of service redesign projects, creating new ways of working or organisational change/service change to meet the needs of all service users.</li> <li>11. To monitor and review the Care at Home Service ensuring a robust overview of resources and that they are deployed effectively and efficiently, ensuring objectives are met</li> <li>12. Ensure risk management is prioritised within the service to ensure a proactive</li> </ol>

and co-ordinated approach

13. Manage services within policy and frameworks, ensuring the delivery of high quality services that meet the required standards of practice and governance
14. Contribute to ensuring that appropriate systems and processes are in place to manage budgets in accordance with the standards required by the HSCP policies and procedures
15. To communicate and control financial and non-financial objectives for the service
16. Embed the ethos of positive effective work with partner agencies and other parts of the NHS and Glasgow City Council and third party organisations
17. To operate as a member of the leadership team and contribute positively to the overall management of Care Services and the wider GCHSCP as required, and when required the Council.
18. Ensure that the Codes of Conduct, accountability and principles of clinical, corporate and staff governance are promoted to ensure required standards are achieved.
19. Provide support to the registered manager and directly liaise with the Care Inspectorate, SSSC and TEC Service Association (TSA)
20. Ensure that effective management and organisational arrangements are in place within Older People's Care Services to implement GCHSCP strategic priorities.
21. Contribute to business continuity planning for the service.
22. Deputise for the Head of Care as a key member of the Senior Management structure and contribute to the overall performance of the Older People Leadership Team as required.
23. You will be a key contact for the management support to out of hour's services on a rota basis, which provides advice and resolution to crisis situations and complex problems out-with the responsibility or competence of the Operational managers and practice seniors on shift.
24. Ensure that any service reforms or policy changes for Older People's Care Services are implemented across the city.
25. Ensure an appropriate focus on Adult, Support Protection arrangements and procedures across all areas of responsibility
26. Support and advise managers in maintaining and developing high standards of practice and supervision
27. Ensure that only registered Social Care and clinical staff undertake those functions reserved in legislation or are accountable for those functions described in guidance
28. Ensure that the Care at Home Service complies with Health and Safety Legislation
29. Ensure that significant case reviews/significant clinical incident reviews are undertaken when the agreed threshold has been reached including all incidents resulting in death or significant harm.
30. Dealing with any other duties as appropriate in line with the needs of the service

Note: - This is a summary of the role and may be altered to reflect the changing needs of the business.

Criteria	Essential	Desirable	Evidence
<p><b>Education, Qualifications &amp; Training</b></p>	<p>Educated to Degree Level or equivalent</p> <p>Possess a relevant professional qualification.</p> <p>Degree in Social Work or equivalent (i.e. Diploma in SW, CQSW, CSS), Qualified in Occupational Therapy / Community Education / Nursing / Domiciliary Care, other relevant professional qualification, a relevant management qualification</p> <p>Able to demonstrate commitment to CPD</p>		<p>Qualification Application form Interview</p>
<p><b>Skills &amp; Knowledge</b></p>	<p>Technical (Knowledge / Skills / Experience)</p> <p>Significant senior management experience within a large, complex organisation.</p> <p>Experience of complex operational management at a senior level in a multidisciplinary and multiagency environment with responsibility for care, staff and financial governance</p> <p>Have substantial experience of people, financial and resource management, including performance management in an operational setting</p> <p>Demonstrate comprehensive knowledge of statutory responsibilities and relevant legislation</p> <p>Have direct experience in applying Service policies and procedures</p> <p>Have experience of service development and evaluation</p>	<p>Significant senior management experience within the NHS / Local Authority or Public / Caring Sector</p>	<p>Application form Interview References</p>

	<p>Possess well developed communication, assessment and analytical skills</p> <p>Excellent IT skills in a variety of software packages particularly Microsoft Office (Word/Excel etc)</p>		
<b>Other</b>	Registration with the appropriate body (if applicable)		Application form Certificate

<b>Competencies</b>	<b>Essential</b>	<b>Desirable</b>	<b>Evidence</b>
<p>Personal Qualities:</p> <ul style="list-style-type: none"> <li>• Self belief (L3)</li> <li>• Self awareness (L3)</li> <li>• Self Management (L3)</li> <li>• Drive for improvement in Public Services (L3)</li> <li>• Personal Integrity (L3)</li> </ul>	<p>Display self-belief and self-awareness and have the ability to self-manage</p> <p>Be an effective communicator with employees, peers, service users, elected members, Senior Managers, Partner organisations</p> <p>Demonstrate commitment and have the ability to lead, motivate, inspire and challenge people to improve performance and public services</p>		Application form Interview References
<p>Setting Direction:</p> <ul style="list-style-type: none"> <li>• Seizing the future (L4)</li> <li>• Intellectual flexibility (L3)</li> <li>• Broad scanning (L3)</li> <li>• Contextual astuteness (L3)</li> <li>• Drive for results (L4)</li> </ul>	<p>Crystallises key points from a mass of disparate information and encourages innovation in service development</p> <p>Ability to plan ahead, lead and implement change</p>		Application form Interview References
<p>Delivering the Service:</p> <ul style="list-style-type: none"> <li>• Leading change through people (L5)</li> <li>• Holding to account (L3)</li> <li>• Empowering others (L3)</li> <li>• Effective and strategic influencing (L3)</li> <li>• Working effectively</li> </ul>	<p>Ability to communicate the vision and bring it alive</p> <p>Ability to hold staff to account for delivering agreed objectives</p> <p>Ability to exert influence, challenge and confront where required, to ensure service requirements are met and to develop the service</p>		Application form Interview References



with others (L2)	Ability to adopt different strategies to gain support and influence diverse parties		
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## RECRUITMENT PROCESS TIMELINE

GO LIVE	29 <sup>th</sup> March
CLOSE DATE	19 <sup>th</sup> April
ASSESSMENT CENTRE	Wk/c 3 <sup>rd</sup> May
PANEL INTERVIEW	Wk/c 10 <sup>th</sup> / 17 <sup>th</sup> May