

About Glasgow HSCP

Glasgow City Health and Social Care Partnership provide all community health and social care services for children, adults and older people along with homelessness and criminal justice services. This work is directed and supported by Glasgow City Integration Joint Board, Glasgow City Council and NHS Greater Glasgow and Clyde. This Health and Social Care Integration plans to support people to flourish and have access to all important services when they need it. The vision is that this will be done by transforming health and social care services for better lives. Glasgow City HSCP believes that stronger communities make healthier lives.

Welcome from Frances McMeeking, Assistant Chief Officer (Operational Care Services), GCHSCP

Hello and thank you for taking the time to consider applying for this role within Glasgow City Health and Social Care Partnership. I have responsibility for home care and cannot begin to tell you how proud and thankful I am to all of the 3000+ home carers and 1200 frontline staff in residential care homes and day care who are supporting the health and social care partnership across all services, in what have been and continue to be extremely challenging times during the Covid-19 Pandemic.

We have continued to provide care for the most vulnerable citizens in Glasgow across our 5 HSCP Residential Care Homes that support 550 residents, of which we have 90 places for residents requiring specialist dementia support. The HSCP also provides day care services via 9 Day Care units, 3 of which are in the new build care homes, all during the successful roll out of the vaccination programme which has seen almost 100% of staff and residents vaccinated. With all of this, we continue to think about the future, working on a workforce plan which will see more staff join us over the coming weeks and months to really grow our services.

JOB DESCRIPTION

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| Family | Leadership |
| Role profile Level Number | Senior Manager Business Management – LDR3B, 2B & 1B (3 Levels) |
| Reporting line (general) | General Manager |
| Purpose | |
| To lead and control the management of a major Council business or technical area to deliver a range of services supporting the operation of the Council. | |
| Work area statement | |
| Action | End Result |
| Delegated Functions | |
| Undertake the formal responsibilities required for assigned delegated functions on behalf of the Council. | <ul style="list-style-type: none"> • The Council fulfils the stipulated controls and submissions • The Council complies with the relevant requirements and standards of regulatory systems • Critical constraints and implications are brought to Council's attention |
| Business and Technical Expertise | |
| Lead the application of specific business or technical expertise and capability in the Council and provide strategic advice, recommendations and solutions across the Council. | <ul style="list-style-type: none"> • Access to internal and external resources • Up to date knowledge of critical function and associated expertise issues • Professional competence and integrity of function |
| Strategic Planning | |
| Formulate and implement the targets and objectives for the business/technical area from the Council's overall strategic directives. | <ul style="list-style-type: none"> • Strategic plans for the area that support the Council objectives and constructively • serve the Council management requirements • Relevant policy and effective processes are developed and communicated |
| Organisational Effectiveness | |
| Develop and recommend appropriate organisation structures and processes to meet the requirements of the business/technical area function. | <ul style="list-style-type: none"> • Anticipation and response to changing priorities and external requirements • Resources are deployed to meet effective and efficient achievement of the required activities • Good practice is identified and employed |
| Operational Management | |
| Lead and control all business and/or technical service activities of the management section to ensure delivery of required service standards and seek continuous improvement. | <ul style="list-style-type: none"> • Achievement of service objectives within operating constraints and budgets • Dependable delivery of required services to the customer • Compliance with applicable laws and regulations • Current good practice is introduced and reviewed for effectiveness • Effective implementation of defined change programmes |
| People Management and Development | |
| Lead, motivate and develop employees throughout the business/technical area. | <ul style="list-style-type: none"> • Employees managed achieve the required outputs • Deficiencies and underperformance are actively resolved • Identification and development of capable people working within the business/technical area |

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| Change Management | |
| Lead the implementation of required business change across the Council in the business/technical area. | <ul style="list-style-type: none"> • Change objectives are achieved • Employees understand reason and approach • Resources are secured and organised |
| Risk Management | |
| Direct and implement a comprehensive risk management programme for the business/technical area and issues impacting upon Council Service areas: <ul style="list-style-type: none"> ➤ Operational risk ➤ Business and Technical risk ➤ Regulatory risk | <ul style="list-style-type: none"> • All reasonable risks are identified and managed in accordance with Local Government and established UK working practices • Identification and recommended mitigation of prospective high risk areas |
| Compliance Management | |
| Develop and implement compliance standards for the business/technical area to assure the achievement of internal reporting requirements and external compliance to external legislation and regulations. | <ul style="list-style-type: none"> • Appropriate policies and controls are in place so that there is reasonable assurance that the Council is compliant with all relevant laws, codes, regulations, regulatory guidelines and standards • Oversight and review of Service areas' compliance to policy within the function's remit • Remedial action recommended as appropriate |
| Advisory | |
| Advise Elected Members, Council officers and relevant external organisations on issues relevant to the business/technical area. | <ul style="list-style-type: none"> • Advice and guidance on relevant issues and options • Recommendations for Committee • Professional relationship with Members |
| Nature of contacts and relationship (who and the nature of the communications) | |
| Function or expertise head in a management business or technical area. Significant relationships with multiple services from within the Council and associated organisations. Recognised internal expertise in the business or technical area within the Council | |
| Working Environment Context (disruption, physical, disagreeable, health and safety aspects) | |
| Office or public building based. | |
| Procedural Context (creativity, discretion, impact) | |
| The Senior Manager heads up a business or technical area that has a significant contribution for the management of the Council. The unit works within a defined Service area, possibly with cross Service responsibilities. The focus of the role may be on support of the ongoing management of the Council or the provision of technical or advisory services for internal or Service applications. | |
| Key facts and figure ranges (include likely size of any team managed) | |
| 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. A substantial budget will be controlled depending on the nature of the business/technical area. Council revenue budget in excess of £1 billion City population around 700,000. | |
| Skills, knowledge and qualifications | |
| Formal qualifications required. Essential and generally preferred | |
| Relevant professional accreditation essential. | |

Work knowledge

Substantial breadth and depth of relevant technical knowledge.
Applied experience in public sector environment preferable.
Strategic understanding of the wider Council objectives.
Managerial experience for a significant business or technical function and associated professionals.

Work skills and equipment operated

Full familiarity with any specialised equipment used in the technical area.

Key Competency Requirement

| | Competency | Level |
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| 1 | Self belief | 3 |
| 2 | Self awareness | 3 |
| 3 | Self management | 3 |
| 4 | Drive for improvement in Public Services | 3 |
| 5 | Personal integrity | 3 |
| 6 | Seizing the future | 3 |
| 7 | Intellectual flexibility | 3 |
| 8 | Broad scanning | 2 |
| 9 | Contextual astuteness | 3 |
| 10 | Drive for results | 4 |
| 11 | Leading change through people | 4 |
| 12 | Holding to account | 3 |
| 13 | Empowering others | 3 |
| 14 | Effective and strategic influencing | 3 |
| 15 | Working effectively with others | 2 |

PERSON SPECIFICATION

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| Job title: | Head of Older People Residential & Day Care |
| Job Family/ Grade/Level: | LDR2b, Grade 10 |
| Summary of role: | <p>To provide effective leadership, to provide operational management, strategic direction and leadership for Older People Residential Care and Older People Day Care Services on behalf of Glasgow City Health & Social Care Partnership (GCHSCP). This is the core responsibility of the post.</p> <p>Main Tasks, Duties and Responsibilities</p> <ol style="list-style-type: none"> 1. To provide operational leadership across the aforementioned range of services, including contributing to the overall GCHSCP Older People City Wide Planning 2. 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 3. To provide overall leadership, guidance and direction to all staff within Residential and Day Care Services 4. 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 5. Ensure the implementation of clinical and care standards and disseminate lessons learned from recommendations, critical incidents and complaints as identified by local processes and other scrutiny organisations such as the Mental Welfare Commission (MWC), Health Improvement Scotland (HIS) and the Care Inspectorate 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 7. To be responsible for ensuring that statutory responsibilities are discharged for each of the service areas 8. To be responsible for establishing a strategic development plan for the services, reflecting the GCHSCP overall objectives and plans for the Health and Social Care in the city 9. 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 10. Manage services within policy and frameworks, ensuring the delivery of high quality services that meet the required standards of practice and governance 11. Ensure that appropriate systems and processes are in place to manage budgets in accordance with the standards required by the Council's policies and procedures 12. Ensure services are able to work effectively with partner agencies and other parts of the NHS and Glasgow City Council and third party organisations |

13. Influence the development of policy, planning and service delivery for all services
14. 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
15. Ensure that the Codes of Conduct, accountability and principles of clinical, corporate and staff governance are promoted to ensure required standards are achieved
16. Ensure the development short, medium and longer term service operational plans are in accordance with the corporate objectives of the GCHSCP and where performance gaps are evident, take appropriate corrective action
17. Ensure that effective management and organisational arrangements are in place within Older People Residential and Day Care Services to implement GCHSCP strategic priorities and agreed national targets
18. Implement risk management within the service to ensure a proactive and co-ordinated approach
19. Ensure robust emergency and contingency planning for the service
20. Ensure effective local engagement with all independent contractors (G.P.'s, Opticians, Dentists and Pharmacists) and serve as the management point of contact; working closely with the Clinical Director and the Primary Care Development Officer to ensure robust collaboration with directly employed personnel in the delivery of health and social care services supporting care homes
21. Operate as a key member of the Senior Management structure and contribute to the overall performance of the Older People Leadership Team
22. Ensure that any service reforms or policy changes for Older People Residential and Day Care Services are implemented across the city
23. Ensure an appropriate focus on Adult, Support Protection arrangements and procedures across all areas of responsibility
24. Support and advise managers in maintaining and developing high standards of practice and supervision
25. Ensure that only registered Social Care staff undertake those functions reserved in legislation or are accountable for those functions described in guidance
26. Ensure that significant case reviews/ significant clinical incident reviews are undertaken into all critical incidents either resulting in, or which may have resulted in, death or serious harm
27. Ensure the implementation of risk management arrangements and procedures, within the NHS, Greater Glasgow & Clyde Risk Management framework, providing a proactive and co-ordinated approach to both clinical and non-clinical risks, clinical arrangements are in place both residential care homes and day care units
28. Promote professional and personal development amongst staff by ensuring that effective performance management systems are in place which provide development opportunities, enhance performance motivation, and facilitate skill utilisation and flexibility

| Criteria | Essential | Desirable | Evidence |
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| <p>Education, Qualifications & Training</p> | <p>Educated to Master's Degree Level or equivalent</p> <p>Possess a relevant professional qualification such as:- 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>Skills & Knowledge</p> | <p><u>Technical (Knowledge / Skills / Experience)</u></p> <p>Significant senior management experience within a large, complex organisation, preferably within the NHS / Local Authority or Public / Caring Sector</p> <p>Experience of managing 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>Possess well developed communication, assessment and analytical skills</p> <p>Excellent IT skills in a variety of software packages particularly</p> | <p>Significant senior management experience within the NHS / Local Authority or Public / Caring Sector</p> | <p>Application form Interview References</p> |

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| | Microsoft Office (Word/Excel etc) | | |
| Competencies | <p><u>Behavioural Competency</u></p> <p><u>Personal Qualities</u> 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> <p><u>Setting Direction</u> 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> <p><u>Delivering the Service</u> 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> <p>Ability to adopt different strategies to gain support and influence diverse parties</p> | | Application form Interview References |

RECRUITMENT PROCESS TIMELINE

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| GO LIVE | 29 th March |
| CLOSE DATE | 19 th April |
| ASSESSMENT CENTRE | Wk/c 26 th April |
| PANEL INTERVIEW | First 2 weeks in May |