

Services Manager

October 2021



Post	Services Manager
Salary	£34,000 per annum
Responsible to	Regional Manager

Enable is a dynamic, forward-looking and vibrant charity dedicated to ensuring an equal society where everyone has the right to live, work and participate as active and respected citizens in the communities of their choice.

Enable Cares provide human rights-driven, self-directed social care for more than 1,100 people across 27 local authority areas in Scotland. We do this through our industry-leading PA model.

Primary Job Purpose

The Services Manager will effectively provide the overall management of designated services within a locality area, and will be a key contact for our partners within local authorities, health services and other third sector organisations. The Service Manager role requires strong leadership and the will to drive the area forward towards achieving Enable's mission and strategic objectives. This role is pivotal to the success of our mission and ambition to support people with a learning disability to lead the lives of their choosing; lives that are full, meaningful and inclusive.

As an effective Services Manager, you will lead, motivate and inspire others to be proud of the support services they provide. You will lead on our vision of a facilitative management approach supporting the Team Facilitators in their leadership role and to embed this approach across the organisation.

You will set a positive and vibrant tone within the area and nurture an environment which focusses on all workers making a valuable contribution whilst sharing a responsibility for leadership that is accountable to the people we support, their families and Enable as a whole. This approach will emphasise the value that all parties bring and seek to build on these talent assets.

You will model a leadership approach based on creativity, pragmatic optimism, persistence and based on emphasising and developing assets rather than managing deficits.

Main Duties and Responsibilities:

- You will take the lead in ensuring our vision of delivering individual and personalised services becomes reality both in principle and in practice. This will encompass the planning, design, development and facilitative management of new and existing services whilst working collaboratively with key stakeholders.
- You will lead, manage, support and work alongside Team Facilitators to monitor the quality of individual service designs, robust support strategies, specifically chosen and

matched support teams and individual budgets. This will include audit and Quality Assurance activity.

- You will work with your teams to develop a co-production approach ensuring we maintain good lines of communication and positive working relationships with all families and professionals involved in supporting the individual. Central to a co-productive approach will be to ensure that all decisions are made with or as close to the person as possible with and by those who know the person well.
- You will ensure the principles and practice of Inclusion underpin the work of the area as a whole. You will ensure Team Facilitators and support teams understand and are clear on the importance of their community connecting role from the point of recruitment. This will include ensuring that people we employ are focussed and motivated to maximise opportunities for natural networks to grow and real connections within communities to be made. You will ensure teams understand the importance of safely decreasing paid support from people's lives wherever practicable and the positive impact this can have.
- To take the lead on the overall management of Individual Service Funds on behalf of supported people and their families who choose this option. In collaboration with our central support services, you will ensure that the financial administration and monitoring systems are operated effectively and efficiently.
- You will ensure the appropriate support system is in place locally for those people who require a corporate appointee service.
- You will protect and promote the dignity and rights of people with learning disabilities within our organisation and the wider society. You will maximise opportunities to promote and facilitate positive public attitudes towards people with learning disabilities at all times.

Line Management Responsibilities:

- You will line manage Team Facilitators offering guidance and support whilst ensuring they are competent and confident in their role. This will include seeing feedback and evidence to ensure that all relevant stakeholders have confidence in their abilities.
- You will have the knowledge and skills to develop a culture of facilitative management whilst modelling this style within your own approach. Central to this approach will be to ensure that Team Facilitators have the skills and confidence to develop more autonomous direct support teams.
- You will regularly provide undertake formal and informal supervision and support to Team Facilitators and undertake annual appraisals.
- In collaboration with our Learning & Development Team, you will support and deliver our vision to up-skill all staff to maximise their understanding of their roles and responsibilities. This will include identifying and facilitating learning opportunities to ensure that our Team Facilitators and front line support teams have the skills to deliver on providing high quality personalised services .
- You will work alongside Team Facilitators to identify both individual and team learning and development needs. This will include the management of the local training plan which will encompass mandatory training as well as bespoke training in line with individual need. You will have lead responsibility in ensuring that access to training is

planned and that training records are accurate and up to date . You will recognise the importance of modelling and day to day learning in staff development and the delivery of quality services.

- You will ensure that training plans are individual to each team member and are matched to the person/people they support ensuring effective and efficient use of individual service funds.
- To ensure that local teams have up to date knowledge and understanding of Enable's policies and procedures and the associated implications for practice.
- To support Team Facilitators and teams to manage effective staffing processes e.g. the allocation of annual leave, adequate levels of cover for both emergency and planned leave, monitoring and notifying of sick leave and any staffing issues that arise.
- To work closely with the Human Resources Team to maintain positive employee relations and good practice.

Organisational Service Delivery Responsibilities:

- You will have an in-depth understanding of the current social care landscape in relation to the Personalisation agenda and Self Directed Support legislation. You will be able to translate this knowledge into practice within the context of Enable's strategic objectives and our commitment to delivering individual personalised services.
- You will take a lead role in developing and maintaining methods of participation for all stakeholders to provide feedback on the quality of service provision. You will develop clear evidential processes to ensure that feedback influences service development and improvement accordingly.
- There is a potential requirement for Care Inspectorate Registered Manager status. This will depend on the service delivery in the area and on the particular management structure in place.
- You will demonstrate a working knowledge of the Scottish Social Services care regulatory framework; including Care Inspectorate requirements, Health and Social Care Standards, SSSC Codes of Practice and the registration of the social care workforce.
- To supervise the on going delivery and development of all services in line with Enable's standards, ensuring that service delivery is of the highest quality and operates within the requirements of internal policy and procedure, SSSC Codes of Practice and Health and Social Care Standards.
- You will embed and expect a culture and practice of genuine involvement of people we support and their families in driving their own lives and support. You will encourage and expect feedback from key stakeholders and use this to influence improvements in both individual services and the perception and reality of ENABLEs services as a whole.
- To take a lead role in ensuring healthy and safe working policies. Procedures and practices are in place and implemented.

- In line with our aim of supporting people to live full and meaningful lives; you will take a pro-active and positive approach to risk enablement working alongside individuals and key people in their lives, whilst always ensuring appropriate assessment and recording is in place.
- On behalf of individuals we support, you will ensure that Team Facilitators / teams plan the annual expenditure of Individual Service Funds. This will be delivered in conjunction with the Regional Manager and other staff. You will monitor and/ or maintain administrative records as required by Enable, ensuring availability and transparency for relevant stakeholders, most notably the people we support.
- You will manage quality assurance systems that monitor and evaluate outcome specific service delivery and operations that adhere to both internal and external regulatory requirements. You will develop appropriate action plans which seek to address the outputs of these QA systems as appropriate.
- You will work collaboratively with our internal partners in Enable including employment services, business development, corporate services, legal services, training and development fund raising and campaigns; maximising all opportunities for individual, service and area development.
- To take a lead role in representing Enable externally including Provider Forums and relevant partnership opportunities within the area, ensuring we are fully involved in shaping local statutory services for the future.
- You will take appropriate steps, both in your personal approach and procedurally, to effectively manage sickness absence, to support and promote attendance at work and assure the health and well being of staff.
- To co-ordinate and take part in the local and other on call responsibilities as required.
- To work alongside people we support, families, Team Facilitators ,Personal Assistants and others in providing guidance and ensuring consistency and quality of support embedding standards such as the SSSC Codes of Practice and the Health and Social Care Standards.

Other, Role Specific Responsibilities:

- To work alongside people we support, families, Team Facilitators ,Personal Assistants and others in providing guidance and ensuring consistency and quality of support embedding standards such as the SSSC Codes of Practice and the Health and Social Care Standards.
- You will work closely with the Regional Manager to ensure overall area development; and that national strategic objectives and work streams are met effectively within the locality.
- To take the lead role in maintaining and updating local area systems such as administration and ICT, ensuring the continuation of efficient and effective operations.
- To represent Enable at various meeting, training events and social occasions as the need

arises and to promote generally the genuine involvement and participation of people with learning disabilities.

- To be willing to maximise learning and development opportunities considered for self-development or that which is required to ensure that the services meet Care Inspectorate or Scottish Social Services Council registration requirements.
- To put into practice Enable's health and safety and equal opportunity policies and to maintain the values and aims of Enable at all times.
- To manage administrative and ancillary services as appropriate.

General Responsibilities:

- To be responsible for maintaining your own health and safety whilst at work and for the health and safety of colleagues, people who use services and for alerting the officers responsible to any hazards or potential risks to health and safety.
- To ensure compliance with the Data Protection Act and to ensure that an appropriate level of confidentiality is maintained around issues which may be personally or commercially sensitive.
- To be responsible for the establishment and maintenance of positive working relationships both with external agencies and internal departments and with individual colleagues with whom interaction is required.
- To undertake any other roles and accountabilities which would be lawful, reasonable and appropriate to the role.

Candidate Criteria:

Essential Criteria		Desirable Criteria
<p>Education and Knowledge</p>	<ul style="list-style-type: none"> • A management or other qualification which is relevant for the purposes of registration with the SSSC and Care Inspectorate. • Knowledge of needs and aspirations of vulnerable people including people with learning disabilities and their families. • Demonstrable knowledge of and high level of skill in a particular area of the social care field (eg, residential work, supported living, employment of disabled people, childcare and development) and ability to develop skills in other areas. • Clear knowledge of SDS and delivering this in practice. 	<ul style="list-style-type: none"> • Understanding of national and local government and relevant policy issues. • Management training and /or evidence of additional training/qualification in the learning disability field. • Experience of implementing/evaluating and improving performance through quality assurance systems.
<p>Skills and Attributes</p>	<ul style="list-style-type: none"> • A strong belief in the inclusion of people with disabilities in the community. • Networking and partnership skills. • Models a leadership 	

	<p>approach and generates energy and commitment through their approach.</p> <ul style="list-style-type: none"> • Financial/budgeting skills. • Excellent communication skills (written and verbal) and the ability to use them effectively in different settings. • Ability to prioritise and manage a complex workload. • Ability to analyse, plan and assess progress in both individual and project development. • Ability to give clear direction when required and confidence to handle complex staffing situations. • Presentation skills. • Ability to take responsibility for your own learning and development. 	
<p>Values and Attributes</p>	<ul style="list-style-type: none"> • An unshakable belief in the inclusion of people with disabilities in the community. • Self motivated to achieve the most for the people you work 	<ul style="list-style-type: none"> • Experience of working in the voluntary Sector

	<p>for and for the wider organisation.</p> <ul style="list-style-type: none"> • Be constantly working towards the development and maintenance of the necessary competencies to carry out the role effectively. 	
Skills/Abilities	<ul style="list-style-type: none"> • Ability to research and analyse information and problems, draw conclusions, and make recommendations. • Ability to work to tight deadlines, knowing how to prioritise and manage your own workload. • Ability to build relationships and trust. • Computer literate including the ability to use databases and Office 365. • Ability to produce high quality accurate work 	
Experience	<ul style="list-style-type: none"> • A record of success in the management of social care services. • Experience of the supervisory line management of a 	<ul style="list-style-type: none"> • Demonstrable knowledge of and high level of skill in a particular area of the social care field (eg, residential work, supported living, employment of disabled people,

	<p>team or teams.</p> <ul style="list-style-type: none">• Experience of successfully developing, leading and implementing strategy, policy or operational plans across a large organisation.• Previous involvement in the planning and design of new services.	<p>childcare and development) and ability to develop skills in other areas.</p>
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