



## Job Outline

### Care and Support Manager

All staff are expected to demonstrate Ark's values in their interactions with the people we support and their professional relationships with colleagues.

Ark is committed to upholding Peoples' Human Rights and supporting them to have the best life possible. To enable our staff to achieve this, we adopt the principles of Capable Environments and Positive Behaviour Support. These holistic person-centred approaches seek to place the quality of life and wellbeing of supported people at the heart of what we do. This underpins our organisational approach to supporting people, staffs' practice, and staff development.

#### **Purpose:**

Reporting to Operations Manager (registered manager), the Care and Support Manager is responsible for implementing all decisions pertaining to a registered service as directed by the registered manager. You will provide leadership and direction to all staff within your team and as a key member of Ark's management team you have a wider leadership role, to engage with and support positively all organisational initiatives. You will be responsible for implementing area business plans within your service, which will in turn support delivery of the overarching organisational strategy. Your role through strong practice leadership is to ensure the safe delivery of high quality support services and build a culture that aligns to our values and aims, to achieve sustained high performance. Integral to this is the development of person centered and outcome focused services to people which supports them to live a good life.

#### **Key Responsibilities of the role:**

##### **Leadership and Governance**

Leadership and Governance covers two main areas of responsibility:

##### ***Leadership and Management***

- Responsible for managing the daily activity of a service registered with the Care Inspectorate as part of management team.
- Responsible for managing service delivery.
- Direct line management for a team of Support Practitioners.
- Understand the organisational values, aims and objectives and interpret these for delivery at service level.
- Agreeing and sharing a common purpose, aims and objectives.
- Contribute to developing a local vision, engaging with your team, motivating them and inspiring them to commit to it.
- Ensuring that all staff within your team are focused on the quality of life of supported people within their daily practice.
- Set the highest standards of personal and professional integrity, and the commitment to deliver a service that centres on and responds to the people who use it.
- Through your decisions and actions become a professional role model for all staff within your service and at all levels across the organisation.
- Building relationships that value and respect all team members.

- Contribute to the planning process for all team activities.
- Make sure that all team members are involved in decision-making.
- Respect and value the diversity of each team member.
- Support the goals that have been agreed by the team.
- Observe and provide positive feedback and give credit to the work of all team members.
- Work to identify and resolve conflicts within the team.
- Examine the way the team is operating and proactively initiate constructive and supportive feedback.
- Using practice leadership approaches contribute to the growth and development of the team as a whole, the members of the team and yourself as an individual.

### ***Governance and Regulatory Processes***

- Understand and ensure compliance with the legislation which services are subject to.
- Ensure Care Inspectorate, all Ark and line management reporting requirements are fully understood and adhered to.
- Ensure that service activity is of a standard which meets and exceed standards set by regulatory bodies, including Health & Social Care Standards and SSSC.
- Develop detailed knowledge of Care Inspectorate Inspection methodology and take a lead role with your line manager in ensuring service has a full awareness of and is implementing applicable developments relating to the registered service.
- Ensure that service activity is of a standard which meets and exceed contractual obligations.
- Ensure that all service activity is delivered within the framework of Ark's core values and in line with Ark's Policies and Procedures.
- Ensure compliance with the Health and Safety at Work etc. Act 1974 and associated legislation, and in particular ensuring compliance with all relevant aspects of Ark's Health and Safety Management system, as set out in relevant policies and procedures.
- Ensure Ark's Quality Assurance processes are implemented and adhered to.
- Recognise and accept accountability.
- Continuously conduct lessons learned exercises to promote honesty and transparency, ensuring the best possible outcomes for people.

### **Interpersonal Skills**

Interpersonal skills covers two main areas of responsibility:

#### ***Communication***

- Establish and maintain effective communication systems that support the safe and efficient running of your service.
- Establish effective communication with your line manager and direct reports which supports and meets organisational objectives.
- Ensure organisational communications are disseminated and shared with staff in a timely manner.

- Ensure good communication and links with all stakeholders with regard to the provision of services including supported people, relatives, social work teams, health and social care partnership colleagues, etc.
- Ensure information regarding supported people is shared appropriately and in a timely manner.
- Manage information in keeping with Ark's GDPR policy.
- Consider that all communications within your area of responsibility are subject to Freedom of Information legislation and Ark's attendant policy.

### ***Relationships & Partnership Working***

- Work openly and collaboratively with those who commission Ark's services, whether NHS, local authority or the people who are using our service.
- Recognise colleagues, therapists, health staff, social workers, community nurses and local community and neighbourhood organisations as partners.
- Recognise families and friends as key partners and an important part of the team around an individual.
- Ensure the development of a culture that is supportive, and which recognises and values the essential contribution of families and friends as partners to the wellbeing of the person they care about.
- Develop key partnerships to ensure Ark and your service has a high profile that leads to benefits for people we support and Ark.
- Establish and maintain effective and professional relationships with internal colleagues.
- Support the local management team and contribute ideas, information and innovations to the team, as required.
- Attend Management and other internal meetings, as required.
- Work closely with Housing and Asset Management colleagues to ensure properties where people we support live are fit for purpose and maintained to a high standard.

### **Leading Delivery**

Leading delivery covers two main areas of responsibility:

#### ***Practice Development and Outcome Focused***

- Ensure the delivery of services to individuals is based on recognised good practice that seeks to develop and maintain a Capable Environments approach based on the person's individual wishes and preferences.
- Having clear objectives/outcomes in place that evidence the positive impact of Ark on individuals' quality of life and wellbeing.
- Lead team to engage proactively with supported people, their families, and key partners (including health and social care professionals) to co-develop person-centred support strategies that promote Capable Environments and reflect individual wishes, preferences, and outcomes.
- Ensure the full implementation of the Key Worker approach; support Key Workers to fulfil their role via their Key Teams; ensure compliance with all aspects of assessment, support planning and review of support; has responsibility for ensuring compliance with policy and procedure relating to support planning.



- Using practice leadership approaches promote, support and lead the development of outcomes-based and person-centred practice which promote Capable Environments for individuals supported by Ark.
- Using practice leadership approaches lead and support practice development of Support Practitioners in your service.
- Lead team to ensure people we support have informed choice and control about their lifestyle, and on how and when their own support is delivered to empower independence.
- Ensure service activity delivered for people we support is based on their strengths and abilities.
- Ensure that diversity, equality and inclusion underpin all practices.
- Contribute to the development, implementation and embedding of organisational practices.
- Actively engage with internal and external customers/stakeholders to gain feedback and measure levels of satisfaction.
- Ensure implementation and support the continued development of positive approaches to participation within your service and across Ark.
- Promote, support and lead a culture of continuous improvement based on the principles of Practice Leadership; role-modelling, coaching, mentoring, observation, feedback, reflective practice, learning, adapting and improving.

### ***Safeguarding, Protection, and Risk***

- Ensure effective safeguarding and protection practices are followed.
- Ensure all staff are familiar with and follow Ark's Keeping People Safe policy and associated procedures.
- Ensure all staff have received appropriate Adult Support and Protection Training.
- At all times, support your line manager to ensure Local Authority reporting procedures are complied with.
- Respond to suspected or alleged abuse of children and young people whilst working with adults, ensuring appropriate reporting takes place.
- Ensure that the use of restrictive practices is kept under review, minimised wherever possible and always in line with Ark policy.
- Manage and report complaints within the workplace.
- Encourage and manage positive risk-taking in the context of person centred and outcome-based practice.
- Where the Adults with Incapacity Act has a bearing on people we support, ensure that the legislation is complied with and support reflects the requirements.
- Ensure all risk management plans associated with the delivery of Care and Support services are implemented and compliant with Ark policy and Strategic Risk Register.

### **Leading and Developing People**

Leading and Developing People covers three main areas of responsibility:

#### ***Professional Development, Supervision and Performance Management***

- Seek out opportunities and challenges for personal learning and development.
- Participate in continuing professional development activities.



- Use reflective practice to improve your management approach and behaviour to best support staff.
- Provide line management support to Support Practitioners within your service; ensure compliance with all related policies and procedures.
- Ensure the effective management and development of all staff within line management remit.
- Work to embed a coaching and mentoring culture within your service that upholds the values of Ark.
- Ensure Ark's recruitment processes and practices are understood and adhered to.
- Ensure all staff receive suitable induction.
- Ensure Ark's performance management processes are adhered to and that all staff within your service receive regular supervision and annual objective setting and performance reviews.
- Ensure all staff have access to and complete appropriate learning and development opportunities.
- Ensure staffs' learning is embedded in practice.
- Ensure issues of performance or capability are addressed in keeping with Ark's policy and procedure, liaising with People & Organisational Development colleagues as necessary.
- Ensure the workforce is supported in achieving Scottish Social Services Council (SSSC) registration requirements through facilitating engagement with the organisational and area Scottish Vocational Qualification (SVQ) strategy.

### ***Decision Making***

- Advise, inform and influence the organisation's decision-making process from a Care and Support perspective.
- Contribute your unique perspective to team, department, system, and organisational decisions.
- Participate in and contribute to organisational decision-making processes.
- Act in a manner consistent with values and priorities of Ark and your profession.
- Apply a clear process to decision making.
- Ensure you can demonstrate that you apply evidence and knowledge to decision making processes.
- Ensure you can demonstrate how Ark's values inform decision making.
- Demonstrate transparency in your decision-making processes.
- Demonstrate how you will evaluate the impact of decisions.

### ***Innovation***

- Encourage innovation and create a commitment to continuous service improvement within your team.
- Develop and maintain an awareness of developments in the sector relevant to service delivery and the people Ark supports.
- Understand and support the implementation of relevant legislation and accountability frameworks.
- Develop and communicate aspirations for evolving and improving staff practice, service delivery and outcomes for the people we support.

## **Resources**

- Ensure the effective deployment of resources (human, physical, financial, technological) to deliver agreed outcomes/outputs.
- Work, in collaboration with your manager to help identify solutions to resource challenges.
- Ensure deployment of resources is in keeping with guidance, systems and processes; support full compliance with all aspects of reporting relating to deployment of resources.
- Contribute to the management of budgets and staff resources, working in partnership with line manager and Finance to monitor variances and contributing to future budget and business plan development.
- Understand the terms of lease agreements for properties leased for the purposes of running the service.
- Liaising with Asset colleagues as appropriate.
- Where Ark has responsibility for supported peoples' accommodation, ensure that all Health and Safety checks and activities are carried out.
- Ensure Ark's Digital System is deployed and utilised within the service.
- Explore and make use of Technology Enabled Care (TEC) wherever possible in the pursuit of maximising peoples' independence and achieving cost effective service delivery.

## **Person Specification**

### Qualifications

- You will have an SVQ Social Services and Healthcare at SCQF level 9 SVQ Care Services Leadership and Management at SCQF level 10
- Or have the ability and be willing to undertake and achieve these to meet SSSC requirements.

### Experience

- Using quality frameworks to drive organisational change.
- Delivering service development and practice leadership approaches to promote and drive cultural change.
- Delivering interventions that improve the lives of people we support and provides an evidence base of the positive impact on people's lives .
- A fundamental understanding of the impact of organisational culture on engagement and performance and experience in influencing cultural change.
- Evidence of continuing professional development.
- Developing and implementing organisational policy and practice.
- Demonstrable leadership experience that inspires and engages both own team and the organisation as a whole.
- Implementing support planning systems and processes and understanding how to deliver improved outcomes for people.



- Working to the Health and Social Care Standards and experience of the Care Inspectorate's inspection regime and methodology.

#### Knowledge/Skills

- Creative thinking.
- Project Management.
- Understanding of the voluntary sector; contracting environment, regulatory framework, policy context and partnership agenda.
- Knowledge of best practice in management, leadership, and planning approaches.

#### **Care and Support Manager Competencies**

- Continuous Learning
- Communication
- Teamwork
- Professional Boundaries
- Problem Solving
- Customer Service
- Leadership
- Managing Change