

## **JOB DESCRIPTION**

**JOB TITLE:     SERIVCE DELIVERY MANAGER**

**SERVICE:        FALKIRK YOUNG PERSONS SERVICE**

Falkirk Young Persons Service has a particular specialism and growing reputation in successfully working with young people affected by trauma. The service works hard and creatively to maintain the early engagement of these young people who often have very complex and chaotic backgrounds.

Falkirk Young Persons Service comprises two distinct but related elements:

### **STEPS TO SUCCESS**

Based in Grangemouth, this service is for care experienced young people and is delivered in partnership with Falkirk Council. It consists of 9 self-contained flats, all located in close proximity to a central hub which is staffed flexibly 24 hours a day, 7 days a week. The service has been designed in partnership with young people and aims to provide intensive support to enable them to develop the independent living skills needed for successful tenancy sustainment as well as to access education / training and employment opportunities.

### **EMPLOYABILITY SERVICES**

Based at Link Academy the Employability team have an excellent track record of supporting young people to develop the personal resilience, practical and emotional skills necessary for successfully moving onto their next steps in learning, personal development and accessing further education and employment. The wide range of supports offered through this service is delivered through a combination of group work and one-one interventions, along with access to accredited training as part of its status as a learning academy and SQA Centre.

In addition to the intensive personal development and resilience building support we offer, we also support people by offering valuable work placements and a wide range of qualifications to support their progression, including employability, tenancy and citizenship, youth work and leadership award qualifications.

We work in partnership with other agencies such as youth groups, mainstream education, careers services, employability services, Job Centres, and other voluntary organisations. It is through these partnerships that we can engage with people who may benefit from getting involved with our service.

### **PURPOSE OF THE JOB**

The Service Delivery Manager will be responsible for both services and will use their knowledge of social care and employability practice to lead, motivate,

develop and supervise staff teams who provide professional trauma-informed services to young people.

Leading by example, the Service Delivery Manager will respond to a review of needs, gaps and best practice, maximising service user involvement and choice. They will oversee support services to service users in line with service delivery and regulatory standards requirements. The Service Delivery Manager will be required to be the Registered Manager for the service and will be required to participate in an on-call rota.

The Service Delivery Manager will manage a complex budget of funding from Health, Local Authority, Scottish Government and others including grant making trusts, and manage a complex and extensive range of stakeholders.

The Service Delivery Manager will participate in a range of external networks for the benefit of service users, acting as an ambassador for the whole organisation internally and externally, and will negotiate effectively with external funding partners to secure funding for service consolidation and development in conjunction with the Head of Services and Development and Head of Practice and Participation.

## **VALUES**

The postholder will be expected to demonstrate LinkLiving's core values of:

- Empathy (listen to and understand an individual's needs and circumstances)
- Respect (treat others the way they wish to be treated)
- Integrity (be honest and have strong moral principles)
- Caring (show kindness and concern for others)

## **MAIN AREAS OF RESPONSIBILITY / TASKS**

### **People Management**

- Lead, motivate, support and supervise staff through regular planned meetings and support at other times to ensure the promotion of trauma-informed practice and excellence within the teams
- Ensure the teams adhere to the aims and objectives of the service by setting clear targets and objectives.
- Ensure the teams meets their contracted hours, staff are deployed efficiently and adequate staff cover is provided.
- Ensure the team recruit, induct and retain a pool of volunteers, and course participants ensuring all relevant checks and requirements are carried out.

- Work in partnership with Human Resources to ensure best practice in recruitment, induction, training, personal development, supervision, appraisal, disciplinary, staff absences and staff turnover;
- Work in partnership with Learning and Development to facilitate training that is either statutorily required or required to ensure the positive development of staff;

### **Service Delivery and Development**

- Accountable for the management and development of the service ensuring compliance with all legislative and regulatory regulations.
- Uphold and promote LinkLiving's values in all areas of work.
- Ensure quality assurance is visible and service work is appropriately monitored, ensuring compliance with LinkLiving's internal standards, relevant legislation/external standards and regulatory requirements.
- In conjunction with the Head Practice and Participation, identify performance indicators against which the service can be measured. Provide regular reports in performance, achievements, outcomes and outputs of the service to meet organisational and external requirements.
- Facilitate internal or external service reviews or inspections and develop action plans for the service, including the opportunity for the service to develop through evidencing unmet demand, need or gaps in the service.
- Manage complex service budgets effectively through meeting income targets and working within agreed expenditure levels. Develop and maintain effective working relationships with HR and Finance Business Partners to support this budget management responsibility.
- Ensure equality and diversity processes and practices are embedded in all service delivery.
- Investigate and respond to complaints about the service. Ensure any corrective action is implemented as a result of any findings.
- Contribute to policy development and, if required input into preparation of tenders and funding applications.
- Ensure the individual needs of service users are met by a system of person centred assessment, robust positive risk taking and management processes, support/care planning and review.
- Ensure safe systems of work for staff are in place and regularly reviewed.

- Ensure that publicity material is up to date and distributed appropriately.
- Take a lead role in promoting the use of Information Technology and ensure compliance with Link's recording systems and standards.
- Work with Head of Practice and Participation to ensure the effective management of Link Group's SQA centre, including SQA procedures and policies, arrangements for certification, assessment, candidate malpractice, centre malpractice, centre approval, verification and validation.
- Work in conjunction with Head of Practice and Participation to ensure compliance with Investing in Volunteers standards
- Develop a variety of training programmes accredited and non-accredited which will develop the skills and abilities of the volunteers, course participants and staff.

### **Service Development / Joint Working**

- Liaise with the Head of Practice and Participation to identify opportunities for continuing to develop our models in new local authority areas.
- Build networks and develop relationships with local statutory, voluntary and community agencies, taking a lead role in promoting LinkLiving locally, regionally and nationally.
- Meet with commissioners/funders of the service to report on performance and joint working arrangements.
- Maintain responsibility for Health and Safety and comply with Link's Health and Safety Policy and Procedures,

### **Service User Involvement**

- Promote and actively encourage the involvement of service users in the development of services
- Coordinate, with the appropriate staff, the development and implementation of mechanisms to involve service users in meaningful participation in relevant aspects of service delivery and develop and promote training opportunities for service users that equip them with the tools to do so.
- Develop effective ways of gathering and monitoring information from service users such as surveys, panels or working groups in order to ensure the service provided meets and exceeds expectations.

## **Self Assessment and Self Management**

- Demonstrate commitment and ability to deliver the vision and values of LinkLiving
- Use own initiative to manage time effectively, keeping all work up-to-date and prioritising to ensure that the most urgent is dealt with first
- Demonstrate cooperation, respect and goodwill in every aspect of your work through recognising achievement and providing support to colleagues
- Recognise that you are accountable and responsible at all times in your role as an ambassador for LinkLiving
- Abide by the National Care Standards and Scottish Social Services Councils Code of Practice in all work undertaken
- Undertake Continual Professional Development through taking personal responsibility for your own self development
- Record all information as required and adhere to LinkLiving policies, procedures, guidelines and protocols
- Undertake such additional duties, as directed by line manager or other staff if appropriate, as would reasonably be expected of someone at this grade

## **RELATIONSHIPS**

- Head of Practice and Participation
- Head of Services and Development
- Team Leader Steps to Success
- Project Workers
- Support Workers
- Volunteers
- SQA
- Colleagues, including LinkLiving staff and Link Group business partners
- Local Authorities (multiple)
- Funders
- Partner Agencies
- Networks and Community Forums

## **ACCOUNTABILITY**

This post is accountable to the Head of Practice and Participation

## PERSON SPECIFICATION

VALUES	ESSENTIAL	DESIRABLE
Empathy (listen to and understand an individual's needs and circumstances)	√	
Respect (treat others the way they wish to be treated)	√	
Integrity (be honest and have strong moral principles)	√	
Caring (show kindness and concern for others)	√	
EDUCATION & QUALIFICATIONS	ESSENTIAL	DESIRABLE
Good standard of secondary education	√	
Practice qualification (e.g. Social Services and Healthcare at SCQF Level 9)	√	
Management qualification (e.g. SVQ4 Care Services Leadership and Management at SCQF Level 10)		√
SQA Assessor and Verifier Qualification		√
KNOWLEDGE / EXPERIENCE & SKILLS		
Experience of leading or being part of a management team leading a care / employability service	√	
Knowledge of the social care / housing support / employability sectors	√	
Knowledge of issues affecting service users (including any legislative issues)	√	
Specialist knowledge and experience in at least one area of care and support (e.g. care-experience, trauma)	√	
Experience of SQA Centre Co-ordination and SQA Navigation System		√
Ability to remain focused in the face of conflicting demands	√	
Able to manage resources and performance effectively and set clear objectives	√	
Ability to design and develop courses to be accredited to SCQF standards		√
Strong written communication skills, including the ability to write clear and concise reports and funding applications	√	
Experience of developing and delivering training programmes	√	
Knowledge of the use of evaluation methods to ensure training is effective	√	
Non judgemental attitude and willingness to embrace diversity	√	
Understanding of trauma informed approach to service delivery	√	
Ability to work openly and honestly within a team setting	√	
Ability to prioritise and plan own and other members of the team work load	√	
Ability to maintain relationships/partnerships with other voluntary and statutory agencies	√	
GENERAL / OTHER		

Ability to drive and able to travel between services as required	√	
Ability to meet the requirements of registration with the Protection of Vulnerable Groups Scheme	√	
Achieve and maintain required registration with an appropriate regulatory body (e.g. SSSC) within 6 months of commencing employment in post.  SSSC for this post is at manager level.	√	
Flexible, practical and reliable approach. Able to work flexible hours including evenings, weekends and public holidays if required.	√	

COMPETENCY MANAGEMENT FRAMEWORK	ALL ESSENTIAL AND WILL BE ASSESSED AT INTERVIEW
<p><b>COMMUNICATION</b></p> <p>Communicates ideas and information effectively, both verbally and in writing, ensuring messages are clear and understandable. Shares information openly and encourages a two way dialogue. Use appropriate language and style that is both relevant to the situation and to the people being addressed.</p>	
<p><b>CUSTOMER CENTRED APPROACH</b></p> <p>Puts the person at the heart of the service and is able to understand both internal and external customers and service users' needs. Takes personal responsibility for securing the satisfaction and well being of customers and service users. Encourages and maintains open, positive relationships with a wide range of people. Listens and communicates assertively to ensure mutual understanding.</p>	
<p><b>INNOVATION</b></p> <p>Constantly strives to evaluate, question and improve how things are done. Views improvement as a continuous process. Creatively explores and applies innovative approaches to improve the quality and delivery of services.</p>	
<p><b>LEADERSHIP</b></p> <p>The ability to lead, inspire and encourage others to meet business objectives whilst providing a clear vision and sense of purpose in all activities. Actively participates and contribute towards Project Teams, Committees and other working groups. Is supportive of colleagues, including secondees, placements and new employees.</p>	
<p><b>PERSONAL EFFECTIVENESS</b></p> <p>Takes personal responsibility for making things happen and achieving results. Presents ideas clearly and persuasively. Willing to take responsibility in challenging circumstances or when things go wrong. The ability to recognise and control own emotions and to respond to situations objectively, even when under pressure. The self-confidence and flexibility to adapt own response to suit the needs of the situation or to respond flexibly and prioritise depending on the other persons approach.</p>	
<p><b>PROBLEM SOLVING AND REASONING</b></p> <p>The ability to identify and resolve problems by gathering and analysing information from a range of sources, and make informed and effective decisions. Draws appropriate conclusions and considers the consequences of these decisions. Willingness to participate and contribute effectively to the team effort. Will put own interests aside when appropriate to meet the needs of the team.</p>	
<p><b>INFORMATION SYSTEMS</b></p> <p>A functional understanding of Link's core information communication technology – including Office and mail systems. Ability to access and use personal computer software for effective communication and the management of information. Has a basic knowledge of PCs, including keyboard skills and will take active steps to update personal computer literacy skills and to support others when required.</p>	
<p><b>WORKING TOGETHER</b></p> <p>Willingness to participate and contribute effectively to the team effort. Will put own interests aside when appropriate to meet the needs of the team. Takes positive action to build the team and works through conflict to achieve resolution. Makes other team members feel valued. Knows what their team aims to achieve, their role and the part they play and takes</p>	

positive action to build the team mentors/coaches new employees.

## TERMS AND CONDITIONS OF EMPLOYMENT

Noted below is a summary of the general terms and conditions of employment of LinkLiving employees. Those quoted apply to full-time posts and part-time staff will be eligible to receive the same employment terms on a pro-rated basis. Employees on fixed term contracts are also eligible, subject to the restriction of their contract. An individual contract may determine additional terms particular to that appointment and employees should also refer to their own contract of employment.

### Hours

Full-time, 37.5 hours per week, requires flexibility around the needs of the service.

### Contract

The post is permanent.

### Salary

Placement within the salary range will be dependent on a number of factors including skills and experience.

Progressing through the salary range will be determined by an assessment of individual performance against an agreed Job Plan and following a recommendation made to the Management Team at each performance year-end.

Service Delivery Manager Salary Range £30,304.00 - £35,184.00 per annum pro rata (dependent on skills & experience).

An Inflation-Related Pay Award is normally awarded annually in April.

### Annual Leave

35 days pro rata per annum (including 10 public holidays) rising to 38 days after completion of three years' service.

### Pension

Link is required by law to automatically enrol eligible employees to its pension scheme.

Auto-enrolment rates from 1 April 2019 are:

- Link: 5% of basic salary
- Employee: 3% of basic salary

Employees can opt to increase their contributions:

Employee:	4%	5%
Link:	6%	6%

### Travel

(a) Staff will be reimbursed two-thirds of the cost of a monthly bus pass if this is appropriate to the needs of the Service. (b) If you only use a monthly bus pass for business purposes you may be able to claim the full cost.

Use of your own car for business mileage, where authorised, will be reimbursed at a rate of 45p per miles. LinkLiving adopts the Inland Revenue approved mileage rate system.

#### On-Call

Where an on-call rota is in place, a separate allowance of £20 will be paid per shift.

#### Time Back

There is a time back arrangement for additional hours worked in excess of the contracted hours.

#### Probationary Period

There is a 6-month probationary period, which may be extended to 9 months following consultation with individuals.

#### Support and Supervision

You will have regular support and supervision meetings with your line manager

#### Smoking

All Link group offices operate a NO SMOKING POLICY – you may have to work with service users who smoke.

#### Health Care Cash Plan

A non-contributory Healthcare Cash plan scheme for employees and children under 18 years old. [Option to include partners]

#### Protecting Vulnerable Groups Scheme (PVG) Information for applicants who wish to work with Link

People who work on a regular basis with vulnerable groups will be required to join the Protecting Vulnerable Groups (PVG) Scheme. This Scheme replaces the Enhanced Disclosure Scotland checking process for organisations and it is a mandatory requirement of working within Link.

As well as strengthening safeguards for children, the PVG Scheme will improve protection for adults because, for the first time in Scotland, there will be a list of those who are barred from working with protected adults - there is already a list of those who are barred from working with children. A protected adult is a person, aged 16 or over, who receives one or more type of care or welfare service either regularly or for a short period of time.

People who work, on a regular basis, with vulnerable groups will join the PVG Scheme and from then on, their membership records will be automatically updated if any new vetting information arises. Vetting information is conviction information retrieved from criminal justice systems and non-conviction information held by the police that is considered relevant.

In order to become a member of this scheme for the first time the cost is £59. Should you be successful in securing a post with Link it will be expected that you will meet the registration cost.

If you are already an existing PVG scheme member, Link will meet the cost to update your application.

For further information please refer to the disclosure Scotland website -  
<http://www.disclosurescotland.co.uk/pdf/protecting-vulnerable-groups-scheme.pdf>