# Job Description: Service Manager (The Community)

## About The Connection

When you work for The Connection, you're part of a life-changing team. We help people sleeping rough in the heart of London. It can be a long journey off the streets, and it's not an easy path. We get to know every individual, so our approach can tailor to what they need. We don't do one size fits all, and we don't give up when things get tough.

Working here means being open-minded, resilient, and pragmatic. It means being willing to go the extra mile and stick with people through thick and thin. It means being part of a team who really care about the individuals we support, and who are creative about finding better ways to help them.

Together with our donors, volunteers, and partners, we are a supportive and vibrant community who are determined to make a real difference. We believe that no one should have to sleep rough on London's streets, and that everyone should get the support they need to find a place to call home.

## About the Role

The Connection is an innovative Day Centre that offers a place of safety and support for people that are long term rough sleeping and are experiencing severe and multiple disadvantages. The people accessing our services often have other interconnecting needs, alongside their homelessness, that they struggle to get met in mainstream provision, such as physical health, mental health, substance dependency, cyclic criminal justice involvement, domestic abuse and social exclusion.

You will lead the Community Team, an established service within The Connection which is working towards supporting the organisations innovative development of its service offer in becoming a centre for health inclusion and harm reduction. A place built on pre-treatment, gender and trauma informed principles, where those most in need can be supported into the right services for them. This could be by referral and signposting, or through doing longer term work with us and our in-reach/sector partners.

The Community delivers the initial triage function to determine if people are eligible for our services longer term. For those that aren't, support will be offered to get them to the 'right place', and for those that are eligible or need a slower approach, the team will focus on building relationships, meeting people's immediate needs and delivering a range of interventions. This is by facilitating and providing access to a variety of essential services, health and well-being orientated in-reach clinics, groups and activities, as well as further support around accommodation, welfare and wider unmet needs. The Community also feed directly into The Connection's other teams, such as outreach, gender informed services, immigration and skills and opportunities.

The is an exciting opportunity to build a new approach to working with people that are experiencing multiple disadvantage. You will develop a team that builds trust through relationships and provides bespoke, person-led, trauma-informed support. You will bring strong knowledge of services, housing options, health inclusion, harm minimisation and social care entitlements. You and your team will use this knowledge and experience to deliver a trauma informed triage system, and a wider service offer of meeting people's needs, through working with partners to support stabilisation, access to services and delivering direct intervention.

You are a dynamic, inspirational and capable leader whose compassionate and proactive approach builds a responsive, high-performing team, with a clear sense of purpose. You will draw on staff strengths, encourage collaboration, creativity and professional curiosity, and support resilience and wellbeing to meet individuals' needs and aspirations. You will be managing and leading a team of staff and volunteers, alongside other developing projects, and you will be confident and able to navigate change. Through compassionate and adaptive management style, you will support the organisations vision to deliver services that genuinely meet people's needs and demonstrate best practice.

You will take a strengths-based, solution-focused approach, developing internal and external partnerships and embedding coproduction to improve services. Organised, analytical and reflective, you will balance competing priorities and align your practice with the Connection's traits: **Curious, Safe, Together** and **Motivated**.

| | |
|---|---|
| **Responsible to:** | Head of Rough Sleeping Services |
| **Responsible for:** | Community Team(s) and related projects |
| **Liaison with:** | Leadership Team and Service Managers, Director of Services, Fundraising team, partners including Housing Departments, commissioners, treatment, and health services, DWP, etc |
| **Job Purpose:** | Managers cultural values, expectations, and behaviours:<br>• Supporting high standards in service delivery and performance management<br>• Innovation, development, and best practice in service delivery<br>• Developing and managing people, enriching, and enhancing organisational trust<br>• Role modelling compassionate and adaptative leadership<br>• Developing and nurturing strong relationships internally and externally<br>• Plan and deliver high quality service provision demonstrating a strong business acumen. |
| **Salary** | £45,639 - £52,126 (Scale 29-35) |
| **Contract:** | Permanent, Full-time position |

## Responsibilities

**1. Supporting high standards in service delivery and performance management**

- Ensure the effective day-to-day delivery of person led and psychologically informed 'Community' service(s) and related projects, ensuring best practice in service delivery
- Ensure the team is embedding the principles of "The Connection Model" throughout their approach
- Support the team in providing a proactive and preventative response to people's immediate needs, by delivering an assessment and triage function, ensuring people are able to access the support they need, either from The Connection Team(s) or partner/external agencies
- Support the team in providing harm minimisation advice and support, access to healthcare, therapeutic groups and activities, and wider support around accommodation, welfare etc.
- Embed the required professional curiosity, skills, and processes across the team in preventing, detecting, and responding to safeguarding abuse and exploitation and managing risk

- Ensure the team meets core service outcomes, regulatory and funding requirements, including DAHA accreditation and internal quality assurance standards

**2. Innovation, development, and best practice in service delivery**

- Lead on the continuous improvement and development of services in response to the changing needs of clients and the wider socio-economic environment
- Embedding co-production, trauma informed and gender informed practices within the psychological framework - "The Connection Model"
- Identify innovative approaches, encourage creativity, and shape ideas to enhance harm minimisation, health inclusion and accommodation opportunities and influence system change
- Participate in and, where appropriate, lead cross-organisational working groups to develop innovation and best practice

**3. Developing and managing people, enriching, and enhancing organisational trust**

- Manage, support, coach, and develop a high-performing multi-disciplinary team
- Model a psychologically, gender and culturally informed approach encouraging the team to reflect, learn and continuously improve
- Monitor and evaluate the team's work, using both quantitative and qualitative data collection and analysis
- Ensure compliance in policies and procedures.
- Manage, or oversee the management, of volunteers adding value to the team

**4. Plan and deliver high quality service provision demonstrating a strong business acumen.**

- Manage the service's annual budget including forecasting and ensuring value for money
- Write reports for an internal/external audience to demonstrate impact and highlight learning.
- Support the submission of funding bids and tenders, leading on smaller submissions where appropriate; participate in other fundraising activities as required.
- Support the Heads of Service to build relationships with funders by providing information, ideas, and material for bids and award nomination
- Produce and monitor the service(s) team plan, supporting the delivery of the charity's strategy and annual business plan

**5. Developing and nurturing strong relationships internally and externally**

- Work in partnership with other departments to ensure the smooth and effective running of all services
- Attend relevant external networks, sharing information and knowledge promoting best practices and innovation
- Develop and build partnerships across the sector to enhance service provision for people we support
- Act as an ambassador for CSTM, building confidence through excellent service delivery, knowledge, and expertise

**6. Role Modelling Compassionate and Adaptive Leadership**

- Be a role model to the team demonstrating values-based practice and championing the organisations cultural values, expectations, and behaviour: Being **Curious**, promoting Psychological **Safety**, strengthening relational **Togetherness**, Maintaining, and promoting **Motivation**
- Provide confident, compassionate, and proactive leadership – encouraging the team to reflect, learn and continuously improve
- Participate in the On Call out of hours rota
- Deputise for the Head of and Director of Services where required

The above list of duties is not exclusive or exhaustive and may be subject to change. The post holder may undertake such tasks and are expected within the scope and grading of the post.

## Person Specification

| **Knowledge and Experience** |
|---|
| Extensive knowledge and understanding of the causes of homelessness and the needs of people experiencing homelessness and multiple disadvantage |
| Strong experience in managing a multi-disciplinary team delivering person-led support to people experiencing multiple levels of disadvantages and interconnecting needs |
| Strong knowledge of health inclusion practice, health inequalities and harm minimisation approaches with people that are experiencing multiple disadvantage and have interconnecting needs |
| Strong knowledge and experience of delivering psychologically informed and relationship-based practice with people experiencing homelessness and interconnecting needs leading to experiences of multiple disadvantage |
| Good knowledge and understanding of legislation and available routes into housing and support for people sleeping on the streets including those with No Recourse to Public Funds and limited housing resources |
| Good understanding of monitoring and evaluation in relation to impact reporting and service development, as well as experience in consistently maintaining quality assurance standards and meeting requirements of funders/KPIs |
| Experience of developing, maintaining and managing a range of strategic partnerships |
| Experience in developing people, through managing, coaching, and motivating the team and addressing difficult staffing situations constructively and fairly |
| Experience in managing and responding to safeguarding concerns, risks and risk mitigation with the ability to ensure the teams compliance in line with policies and procedures |
| Experience setting and managing a budget |
| **Skills and Attributes** |
| Skills and abilities that demonstrate values-based practice and championing the organisations. cultural values, expectations, and behaviour: Being **Curious**, promoting Psychological **Safety**, strengthening relational **Togetherness**, Maintaining, and promoting **Motivation** |
| Ensure that policies and procedures are adhered to |

| |
|---|
| Ability to lead teams through meaningful change and enable a strength-based and solution-focus to overcome challenges experienced |
| Ability to develop and nurture internal and external relationships, to create opportunities for people experiencing multiple levels of disadvantages and interconnecting needs to participate as a member of the Connection Community |
| Able to deliver high standards in performance management through monitoring & evaluation and continuously improve service provision including the use of quantitative and qualitative data; and produce verbal and written reports based on team performance data to support and sustain income |
| Is organised, proactive and able to manage a complex workload with a prominent level of autonomy |
| Able to create opportunities of coproduction with people using services to co-design and improve service provision |
| Ability to adapt your leadership style to work to people's and teams' strengths and able to demonstrate and encourage reflection individually and across the team, enabling a learning environment to continuously improve and evolve |
| Able to manage personal and sensitive information about individuals in accordance with CSTM's policies and procedures and observe the duty of confidentiality |
| Able to evidence professional curiosity to provide support and guidance in preventing, detecting, and responding to safeguarding abuse, risk management and exploitation (with a psychologically informed lens and in line with The Connection Way of Working) |
| Strong skills in data input, review and report writing (including good IT skills) |
| Ability and willingness to work flexible hours where required including occasional weekends and evenings (outside of core hours), and participate in out of hours on call system |