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a safe place to  
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Company Limited by Guarantee number 1741926  
Charity Number 287779  
Registered in England as Single Homeless Project



Single  
Homeless  
Project

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**Job title:** Service Manager  
**Delegated Authority:** Level 5  
**Team:** Various  
**Responsible to:** Regional Services Manager  
**Responsible for:** Arlington Road - Multiple Disadvantage  
Accommodation Service

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### Job purpose



To provide strong and effective management of complex needs accommodation service, operating within a psychologically informed environment supported with input from the Regional Services Manager and Camden Pathway Psychologist.

Stabilising and achieving personalised outcomes for clients with co-morbid mental health and addiction issues, with a variety of additional and complex support needs, including potentially physical health problems, offending, learning disability, complex trauma.

Commented [RS1]: Co-morbid

Ensuring that all aspects of the services are delivered to the highest standards and are fully compliant with both our organisational values and contractual requirements to ensure that client's needs are met.

Commented [RS2]: Client's needs

Working in partnership with SHP colleagues and community agencies to develop and ensure a range of on-site activities and specialist services are accessible to clients who need them and that the services operate and are deployed as a cohesive programme.

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## Key accountabilities

### Service Delivery And Development

- To ensure that services are provided in line with the service specification and are responsive to the priorities of the local authority and commissioners.
- To ensure that appropriate processes are in place to ensure the referral and move on of clients is in line with Borough processes.
- To ensure that the appropriate processes are in place for the on-going assessment of each client's needs, strengths, aspirations and any risks including safeguarding issues, and that this assessment includes the input of both internal and external specialist staff as appropriate.
- To actively direct team members in their day-to-day work to ensure that service users receive a consistent, high quality and responsive service.
- To ensure that each client/resident has an individual package of support with an up to date support plan and regular formal and informal key working.
- To ensure that the service operates effectively, that codes of professional conduct are adhered to, and that all team members maintain high quality standards of work practice.
- Co-ordinate the work of the team fairly and effectively.
- To implement a programme of continuous improvement in an environment where clients are supported and have access to the resources they need in order to achieve positive and sustainable outcomes.

### Service Utilisation

- To oversee referrals ensuring that they meet the criteria and service specification and that referral agencies are aware of the projects and their selection criteria.
- To ensure those referred are interviewed, assessed and accepted in line with both borough and SHP policy and procedure.
- Working with stakeholders to minimise void loss and undue delays for clients awaiting accommodation.
- To ensure that residents are prepared for move on to step down supported housing projects, social housing, or the Private Rented Sector as appropriate to their individual situation.

### Quality And Monitoring

Commented [R53]: Stakeholders to

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- Lead a staff team in delivering a consistent, high quality and responsive service.
  - To ensure that all organisational, commissioning and statutory monitoring and reporting is completed fully and accurately, and meets set deadlines.
  - Attending and preparing in advance all information required for all contract monitoring and other Pathway forums convened by commissioners
  - Ensuring the appropriate application of organisational policy and procedure and the appropriate development and control of local policy and procedure through the RSM.

### **User Participation**

- To encourage and facilitate user participation and service feedback as required by both Pathway processes and SHP's internal procedures, ensuring that information captured is utilised towards direct and timely service improvement
- To recruit and coordinate with the Regional Services Manager and ETE Worker the activities provided by peer mentors and volunteers.
- Working with the Regional Services Manager, facilitate annual Peer audit of service.

### **Partnership Working**

- Work in partnership with the RSM, Pathway psychologist and treatment services in the borough; both at an individual case and service level.
- Facilitating the delivery where appropriate of bespoke on-site surgeries or drop-ins, and the identification of opportunities for jointly working to improve service access or retention for our clients.
- Lead liaison with criminal justice agencies in relation to clients living within the service to ensure reduction of recidivism, compliance with orders/licences and the reduction of risk to the public.
- To establish effective multi-agency working with other Housing Providers and borough Services which benefits both our clients and the organisation, by representing the project and the organisation as a whole, via the attendance at relevant meetings and forums.
- To ensure a consistent and coordinated approach to service delivery is adopted across the sites that activities are coordinated and clients are able to move between sites to access the services they need. Working with the wider SHP Management Team and other relevant staff to ensure best practice is identified, developed, shared and applied.

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## Leading The Team And Team Working

- To identify and implement flexible approaches of working with the client group, in order to best promote and advance their recovery.
- With the Camden Pathway Psychologist ensure the team receive regular reflective practice in line with SHP guidance and standards.
- Taking the lead in relation to identifying the developmental needs and, through the organisations Learning & Development Manager and the RSM, meeting those needs through training, coaching, and personal and group supervision.
- Ensuring the appropriate deployment of staff across the services reflective of both service need and the profile of skills required at each site.

## Property And Housing Management

- To ensure the property is maintained to a high standard and that effective systems are in place to ensure all areas of housing management are efficient and offer value for money, with voids kept to a minimum and rental income maximised.
- Working with the Housing Services Manager to ensure a good relationship with the owning RSL, and adherence on both sides to the Management agreement that is in place.
- Through Facilities and Housing Service colleagues ensure the environment is compliant with SHP PIE standards and that the facilities are in place to support the services day programme of activities.

## Reducing Social Exclusion

- To ensure that social inclusion and recovery is promoted within the project through a range of initiatives that ensures that clients have access to harm reduction, recovery and relapse prevention support, income maximisation, meaningful use of time activities, education, training and volunteering opportunities as well as health improvement initiatives.
- To ensure that staff members are working actively with clients, engaging with activities available within SHP and the wider community.
- Responsibility for ensuring a full programme of recovery based activities and group work operates. Ensure that sessional activities and counselling delivered by the psychologist and external organisations are properly facilitated and supported by staff on site.

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## People Management

- To ensure that staff are recruited and inducted in line with Recruitment, Induction and Probationary policies and procedures. This will include participating on recruitment panels and liaising with the HR Team to ensure an efficient, coordinated recruitment plan is developed and followed through.
- To ensure that staff are managed, valued and developed in line with Supervision, Reflective Practice, Appraisal, Training and Performance Management policies and procedures so that they function as a high performing team and are developed and encouraged to fulfil their potential. This will include setting targets and monitoring performance and development; preparing and carrying out probationary monitoring and reviews within set timeframes.
- To ensure that staff attendance is managed in line with Annual Leave, other leave and Sickness policies and procedures. This will include recording and approving all leave and carrying out sickness absence return to work and review meetings as appropriate.
- To support good team communication and morale and ensure that conflict is managed supportively and in line with relevant policies and procedures.

## Financial Management

- To adhere and ensure staff adherence to financial procedures at all times.
- To ensure the service/team/department represents value for money and operates within budget, putting actions in place to identify and implement cost savings.
- To contribute to the preparation of the annual service budget, forecasts, rent setting and other processes as required.

## Risk Management

- To ensure the appropriate management of client, visitor and occupational health related risks, as well as business and financial risk management in relation to the services, through timely and appropriate risk mapping, assessment and management in accordance with SHP Policy and procedure.
- To ensure all residents have an up-to-date risk assessment, developed with the resident, which protects the individual, fellow residents and staff, identifies the risk clearly and outlines an effective plan for risk management.

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- To understand and ensure that staff understand that management of risk is the responsibility of everyone and will be achieved within a progressive, honest and open environment. This will be achieved through ensuring that the necessary understanding, training and support are provided.
  - To carry out appropriate duties in line with SHP Business Continuity Policy and the 'local response' plan and ensure that staff are familiar with their roles.

### **Health And Safety**

- To ensure that all duties and responsibilities of this post are carried out in compliance with the Health & Safety at Work Act 1974, Statutory Regulations and Organisational Policies and Procedures.
- To attend relevant training and access specialist advice where required in meeting the above responsibilities.
- To ensure that staff are aware of their responsibilities under SHP Health and Safety policies and have completed the required training.
- To ensure the safety of residents, colleagues, contractors and other visitors is maintained at all times within the hostel and its immediate surroundings.

### **Safeguarding Children And Vulnerable Adults**

- To be able and committed to, and ensure that staff are able and committed to, safeguarding children and vulnerable adults in line with SHP policies.
- To fulfil the duty and ensure that staff fulfil their duty to assist in protecting colleagues and clients from any form of harm when they are vulnerable.

### **Information Security & Data Protection**

- To comply with and ensure that staff comply with the organisational requirements to protect personal and confidential information and with the internal procedures to support the management of risks regarding information security breaches.

### **Data Quality**

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- To understand and ensure that staff understand the importance of data quality in the provision of high quality client services and to have read and understood the Data Quality Policy.
  - To comply with and ensure staff compliance with the data quality requirements.



## Technical and professional know-how needed for position

When completing your application, you will be required to address (using examples) some of the points below

### Experience and Knowledge

- Proven track record and demonstrable expertise in the provision of a Bio- psychosocially informed Environment for vulnerable adults with complex needs that incorporates effective strengths and needs assessment, treatment planning structured planned support, goal setting and advocacy and that is delivered both through structured case work and group work. The ability to share this skill and coach others.
- A high-level understanding and knowledge of substance use, mental health, associated legislation and the process of change is essential.
- An understanding of therapeutic approaches and the ability to work in partnership and under clinical guidance of a psychologist in the planning of support for clients and on-site treatment.
- An understanding of the criminal justice system and working with those who have offending history.
- A high-level understanding of how to work with substance treatment services, of the needs of clients who are pre-contemplative or ambivalent about treatment have prior to entering treatment including , motivational, harm reduction and ITEP mapping techniques.
- An enhanced understanding of both Client and Property Risk assessments and their application in residential settings.
- Experience of managing complex and difficult situations, achieving resolution and customer satisfaction.
- A track record of delivering high quality outcomes for clients working within a strengths and recovery model.
- Understanding of Tenancy Management in relation to varied tenure types.

### Skills and Abilities

- The ability to select and develop staff, manage performance, lead by example and achieve results; coupled with a clear understanding of the purpose and process of staff supervision and

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an understanding of how to motivate staff to maintain enthusiasm for a high level of effective client contact.

- The ability to plan, monitor and evaluate services, to ensure that they are responsive and relevant and to implement and manage change if required.
- Have strong networking skills and proven ability to build positive working relationships with internal and external stakeholders.
- A level of numeracy, literacy and comprehension to contribute to budget setting and to monitor expenditure, write reports and review, analyse and extrapolate from written information, including the ability to use common computer packages.
- Willingness and ability to work outside standard office hours on occasion including being part of SHP out of hours On Call service.