

## ESSEX COMMUNITY REHABILITATION COMPANY

### Job Description

Post Title:	Manager – Service Delivery (with specific focus on Through The Gate and Resettlement)
Location:	Chelmsford – Essex CRC Hub
Grade:	Band 5
Hours:	148 hours per 4 week period (37 hrs per week)
Responsible to:	Deputy Director – with lead for Through The Gate
Responsible for:	Function / Unit staff group
Liaison with:	CRC staff Other CRCs National Probation Service MOJ/NOMS External agencies, contractors/suppliers/partners Prison Estate (HMP Chelmsford, HMP Highpoint, HMP Peterborough)
Main Purpose of Job:	<p>To develop, maintain and improve service delivery by effective organisation, leadership and staff development; to implement, achieve, monitor and review progress against Essex CRC business plan and contract delivery.</p> <p>This role's specific purpose is to manage and develop Essex CRC's Resettlement Team and Through The Gate work, which includes Responsible Officers and the Community Integration Officers. You will be responsible for ensuring Essex CRC delivers a excellent Resettlement and Community Integration Service, in partnership with NACRO who will be delivering Through The Gate services. This role will also be outward facing, looking to develop improved links with local partnerships, agencies and stakeholders aligned with the offending pathways.</p>

The person in this role will be seen as the expert in Resettlement and Community Integration, and will build a team with similar expertise. There will be extensive liaison with the relevant Deputy Director and the Head of Contracts.

### **SCOPE AND FORMAT**

This job description is in three parts. First there is a set of core management duties and responsibilities that apply to all middle-manager grade posts. The second details specialist duties and responsibilities. The third section lists the competences which apply to all posts.

### **APPLICATION**

The intention is to enable more flexibility in staff roles, in the interests of both efficiency and staff development. Any proposed changes to staff roles would be subject to consultation and to the person concerned possessing the necessary knowledge and skills to carry out the new duties, or receiving appropriate training and induction.

### **DUTIES AND RESPONSIBILITIES**

#### **1. CORE MANAGEMENT**

##### **Manage People**

1. Ensure staff effectiveness through appropriate and timely provision of induction, supervision and appraisal and completion of associated reports and records.
2. Manage staff performance and carry out procedures in line with policy, e.g. absence management, discipline, capability, grievance and complaints.
3. Deliver training and/or coaching as appropriate.
4. Ensure the safeguarding of children and vulnerable adults in all contacts with offenders.
5. Provide support, staff development, and practice improvement, including practice observation and feedback as appropriate.
6. Allocate work and delegate activities where appropriate.

7. Assist and direct staff in planning and prioritising activities in order to meet policy and practice requirements.
8. Participate in recruitment and assessment centre processes.
9. Provide direction and leadership to staffing group.
10. Participate in the development of new staff roles as required by changing service needs.

### **Manage Resources**

1. Contribute to budget setting, produce costing proposals and analysis and manage delegated budgets in accordance with financial regulations and Essex CRC delegated authorities.
2. Plan, prioritise, allocate and optimise resources to achieve best value and effective service delivery.
3. Monitor and ensure compliance with finance and audit policies and procedures
4. Authorise expenses.

### **Manage Activities**

1. Contribute to policy and practice guidance development, implement and monitor as appropriate.
2. Plan service delivery to meet requirements.
3. Ensure compliance with local and national standards and Essex CRC policies, and government directives and requirements.
4. Promote teamworking to achieve effective working and contribute to achievement of overall business plan objectives.
5. Manage risk in the context of functional activity, liaising with the National Probation Service.
6. Contribute to the management of organisational risk issues.

### **Manage Information**

1. Liaise and attend meetings with external agencies, and national, local and regional colleagues, to achieve appropriate information exchange and effective risk management.

2. Communicate service delivery and policy information/issues to staff and senior managers and feedback appropriately.
3. Review, monitor, analyse and utilise information and data effectively to improve performance. Produce internal/external reports and returns as required.
4. Manage and utilise information in accordance with Essex CRC information technology, data and security policies.
5. Make appropriate use of available IT and information systems and hardware/equipment.

### **Manage Quality**

1. Undertake quality assurance activities as required.
2. Monitor and analyse work quality and output and seek improvement where necessary/required.
3. Contribute to the evaluation of organisational performance.

### **Health and Safety**

1. Maintain a safe workplace.
2. Manage incidents at work under Essex CRC's business continuity arrangements.
3. Conduct accident and incident investigations, make recommendations for improvements, monitor and ensure implementation of agreed action points.
4. Undertake appropriate risk assessments, (e.g. home visits, lone working, VDU assessments), review against specific work and/or individual requirements and monitor, adjust and implement appropriately.
5. Conduct team health & safety work environment and practice audits, make recommendations, monitor and ensure implementation of agreed action points.

### **Diversity**

1. Promote equality and diversity and ensure all activities are conducted in an anti discriminatory way in accordance with our equalities and diversity policy.

## **2 SPECIALIST RESPONSIBILITIES**

### **2.1 All Service Delivery Managers**

- 2.1.1 Ensure effective and professional management of all offenders under their responsibility, combining rehabilitative approaches and controls to help offenders change their attitudes and behaviours and deliver the punishments of the courts,
- 2.1.2 Ensure case allocation system is quick and effective, liaising with NPS as necessary,
- 2.1.3 Identify and sanction appropriate interventions, achieve necessary offender referral rates,
- 2.1.4 Conduct Quality Assurance activities, case inspections, etc,
- 2.1.5 Ensure staff are taking all opportunities to promote and safeguard the welfare of children and vulnerable adults,
- 2.1.6 Manage performance of staff in relation to Essex CRC targets and Contract requirements/deliverables including coaching and training of staff in practice and operational requirements,
- 2.1.7 Attend and participate in Performance Management Meetings (BAPms),
- 2.1.8 Represent Essex CRC at meetings with stakeholders, partners and suppliers, building/maintaining effective and productive relationships,
- 2.1.9 Investigate Accident and Incident Reports and contribute to recommendations for follow up actions within agreed timescales
- 2.1.10 Attend and contribute to Essex CRC Health and Safety Committee meetings
- 2.1.11 Model, reinforce and reward pro social attitudes, behaviour and feelings – model and promote our organisation values.

### **2.2 Offender Management**

- 2.2.1 Manager Offender Managers, ensuring effective and professional Offender engagement,
- 2.2.2 Approve risk escalation activity including the NPS interface
- 2.2.3 Ensure the interface with the NPS and HMPS is effective in relation to enforcement of court orders and recall to prison and resettlement

- 2.2.4 Issue final warnings to offenders on licence in appropriate cases
- 2.2.5 Manage the transfer process between LMCs and Hub Resettlement Team

### **2.3 Interventions**

- 2.3.1 Manage the Community Integration Service and Officers ensure effective and professional offender engagement,
- 2.3.2 Plan, schedule, manage delivery of local/county-wide programme portfolio and contribute to the regional development of programmes,
- 2.3.3 Manage and deliver programme specific assessment centre activities plus performance management/quality assurance of Treatment Managers and Programme Tutors,
- 2.3.4 Monitor offender attendance and attrition rates,
- 2.3.5 Placement development and monitoring against required outcomes
- 2.3.6 Monitor and contribute to the evaluation of Unpaid Work. (e.g. Throughput/Completions/Compliance/Attendance rates),
- 2.3.7 Implement Health and Safety procedures relevant to the safe operation of Unpaid Work with the safety of staff being paramount
- 2.3.8 Attend CSP meetings and manage the development of Community Safety initiatives for Unpaid Work at a local level.
- 2.3.9 Authorise and manage CP budget expenditure (payment of supervisor work hours, tool budget, transport budget),
- 2.3.10 Oversee the content and quality of accommodation, education, training & employment and finance, benefit & debt pathway support work and ensure this is delivered in accordance with specifications and Matrix accreditation standards and that delivery volume and outcome targets are met.
- 2.3.11 Attend (or delegate attendance) appropriate partnership meetings and establish networks and relationships with training providers, housing authorities, landlords, employers, etc to develop and maintain referral routes and associated processes to maximise positive training, education, employment and accommodation outcomes for service users.

## **3 INITIAL KEY DECISIONS**

- 3.1 Developing Resettlement and Through The Gate model with relevant Deputy Director

- 3.2 Supporting staff to ensure appropriate level of intervention of the Resettlement and Community Integration Service
- 3.3 Directing suspension or relocation of interventions
- 3.4 Urgently redeploying staff within interventions to ensure continued delivery of the Community Integration Service.
- 3.5 Activating back-up cover for RO/CIO duty rotas
- 3.6 Countersigning OASys assessments, reviews and risk management plans
- 3.7 Undertaking OASys QA and Inspections
- 3.8 Countersigning final warnings and recall requests
- 3.9 Quality assure post interventions delivered for Resettlement purposes

## **4 COMPETENCES**

**Competences are drawn from the Management and Leadership Standards 2008**

### **Managing self and personal skills**

Manage your own resources and professional development A2

### **Providing Direction**

Develop and implement operational plans for your area of responsibility B1

Provide leadership in your area of responsibility B6

Ensure compliance with legal, regulatory, ethical and social requirements B8

Manage risk B10

Promote equality of opportunity and diversity in your area of responsibility B11

### **Facilitating change**

Encourage innovation in your area of responsibility C2

Plan, lead and implement change C4,5&6

### **Working with people**

Develop productive working relationships with colleagues and stakeholders D2

Recruit, select and keep colleagues D3

Allocate and monitor the progress and quality of work in your area of responsibility D6

Provide learning opportunities for colleagues D7

Help team members address problems affecting their performance D8

Build and manage teams D9

Reduce and manage conflict in your team D10

Lead meetings D11

Support individuals to develop and maintain their performance D13

Initiate and follow formal processes (grievance/disciplinary/capability/Health Capability procedures D14&15

Build and sustain collaborative relationships with other organisations D17

### **Using resources**

Manage finance for your area of responsibility E2

Identify, assess and control health and safety risks E5

Ensure health and safety requirements are met in your area of responsibility E6

Take effective decisions E10

Communicate information and knowledge E11

### **Achieving Results**

Manage a project F1

Manage business processes F3

Work with others to improve quality of service F8

Manage the achievement of customer satisfaction F11

Manage quality systems, prepare and carry out quality audits F13, 14, 15

Manage the delivery of customer service in your area of responsibility F17