#### **JOB DESCRIPTION TEMPLATE**

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| JOB IDENTIFICATION |
| Job Title: Team Manager, Children`s Services.  Responsible to : Service Manager  Department(s): Children, Families and Justice Services  Directorate: North Ayrshire Health and Social Care Partnership  Job Reference:  No of Job Holders 3  Last Update (insert date): August 2023 |
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| 2. JOB PURPOSE |
| To lead, develop and manage an integrated Universal Early Years team, and other registered and non-registered staff within sphere of control, delivering services in the Home, Community and Education settings.  The post holder will be responsible for the delivery of the universal health visiting pathway and the refocussed school nursing priority areas and pathways, and will oversee the necessary service developments and improvements required to achieve this.  To be responsible for locality-based teams, and to co-ordinate and develop team members ensuring high quality care centred provision which is responsive to local and national needs and requirements.  To be part of the integrated Management Team and to take forward Health and Social Care Partnership objectives ensuring compliance with appropriate clinical, service, financial, staff and corporate governance objectives and reporting arrangements.  The post holder will maintain practice and competence providing evidence based expert opinion on matters affecting children and young people and their families, to all grades of staff and senior management within the NHS, Local Authority, Education Establishments and the Independent Sector and to the wider community.  The post holder will have first line management responsibility for registered and non-registered staff within defined localities and within sphere of control. |

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| **3. DIMENSIONS** |
| NHS Ayrshire and Arran has a population of over 375,000. The children population (0-18) being 63,000 over a wide remote and rural geographical area. The average birth rate is 3,600 births per year, pre 5 population 19,000.  Working in partnership with 3 Local Authorities the service is moving towards integrated models of service delivery within Education, Social Work, Police and Voluntary Services and their related establishments. Key working exists with 57 GP practices and their associated Primary Care Multi-disciplinary teams, Community Pharmacies and General Dental Practices in addition to joint working with the legal teams and systems, Children`s Reporter and Child Hearing Systems.  North Ayrshire Health and Social Care Partnership serves a population of approximately 140,000 people and employs approximately 3,000 staff.  **SERVICES/TEAMS**  The post holder will offer flexibility in day-to-day line management support to the Universal Early Years teams which will consist of a range of NHS or North Ayrshire Council employed staff working across home, clinic and community settings in North Ayrshire Health and Social Care Partnership.  Post Holder is responsible for workload planning, delegation and provision of supervision for all staff within the team.  **BUDGET**  The post holder will be a budgetary signatory for up to £1,000 with responsibility for monitoring, confirming and authorising staff expenses and duty rosters for payment.  **STAFFING**  The Team Manager will offer flexibility by co-ordinating various staff groups which may include the following posts:  Health Visitors  Other registered and non-registered staff, as the service evolves.  The Post holder also offers an advisory role to partners such as: Social Work, Education, and NHS primary and secondary care services. |

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| 5. ROLE OF DEPARTMENT |
| North Ayrshire Health and Social Care Partnership comprises everyone involved in the delivery of community health and social care services within the local area to ensure:   * The health needs of the local population are fully assessed, and efforts targeted to improve health and close the inequalities gap. * Local directly provided services are designed and managed effectively. * Other services required to support individuals at home or in a homely setting are commissioned with a clear focus on desired outcomes. * Services are fully integrated and seamless from the point of view of the people who use them. * There is a sense of local ownership of the services being delivered with strong local accountability through involvement of the community, people who use services, family carers, community organisations and local councillors. * Local stakeholders are involved in the design of services and the allocation of resources to support their delivery to best meet the needs and preferences of local communities. * Children`s Services nursing teams will provide a service which is child centred and outcomes focused; embedded in GIRFEC Health and Well Being principles; based on public health principles; safe, innovative, integrated and responsive and continually striving for improvement. |

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| 6. KEY RESULT AREAS | |
| * The post holder will be responsible for ensuring that the integrated teams provide high quality, seamless care to children and families which reflects the Getting it Right for Every Child practice model. * Using local public health data and information for children to plan, co-ordinate and lead the integrated team in the identification of health needs, thus exploring opportunities to implement models of health intervention/promotion through group/individual public health, health promotion approaches as evidenced in organisational plans and national guidance. Thereby developing family/community asset-based services specific to improve child/young person’s health outcomes. * The post holder will ensure there is a skilled workforce to enable consistent and high quality delivery of the universal health visiting pathway and the refocussed school nursing priority areas and pathways. * To ensure effective communication, written, verbal and electronic between nursing, medical, social work, education, justice and other partner services in line with information sharing protocols and Caldicott principles * Responsible for developing, co-ordinating and managing the integrated team who work across different settings including home, hospital, community and educational establishments in specific North Ayrshire localities and ensuring the teams meets the Quality Strategy Standards * The post holder is responsible for the development and implementation of evidenced based care pathways, core care plans and activity records at local level under the guidance and supervision of the Service Manager. * To be knowledgeable of and to take the lead for raising awareness of and dissemination of policies relating to the care of infants, children and young people, including procedures and guidelines, in order to encourage good practice and continual service improvement. * To support the Service Manager in research, audit activity, report writing and in the development of guidance, protocols and action plans to ensure service is innovative, evidence based and meeting local needs. * Post holder will be required to participate in the development and presentation of single and interagency training and development programmes for practise improvement. * Responsible for the monitoring of team budget, ensuring provision of high quality and cost efficient services reporting directly to Service Manager on any variances * To support staff make decisions with regard to child assessment, planning, implementation, evaluation, referral and guidance during difficult times such as supporting complex care and or protection situations. * Responsible for managing local issues pertaining to service delivery, risk assessment, recruitment and retention, staff professional development, delegated staff and service investigations, appraisal and performance review, delegated grievance and complaints investigations, and control health and safety issues ensuring day to day management and clinical support to all staff. * To provide expert opinion, professional advice, support and guidance to team members and or partners on care and support matters to enable more effective and responsive service delivery * To ensure the team is skilled and knowledgeable in the provision of mentorship support for pre and post registration students to fulfil curriculum requirements and ensure that educational opportunities are provided * The post holder will maintain competences in relation to the essential criteria of the job description, supporting the team with peaks in workload, shadowing and providing supervision through joint working with children and families. * To provide regular management reports, service improvements, risk assessments, complaint and incident investigations as arises from day-to-day management of the integrated team. * To work with the management team in the development of strategic and operational plans, policies and guidelines ensuring service responsiveness to local and national drivers and rapidly changing patterns of care * Team Managers are required to provide cover for other Team Managers during periods of absence, increases in workload and as part of a rotation programme for personal development thus ensuring competency in continuity of service provision. * To comply with all statutory policies, guidelines and procedures of NHS Ayrshire and Arran and NMC. The post holder will maintain accurate and up to date records complying with the requirements for patient confidentiality in line with employment and professional guidelines. The post holder operates within all NHS policies and has detailed knowledge of North Ayrshire Council policies. | |
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| 7a. EQUIPMENT AND MACHINERY |
| The post holder will have an excellent working knowledge of all the service equipment and machinery used within the service including screening/surveillance equipment.  Additionally, the Post holder will ensure and be responsible for the safe initiating, usage and maintenance of all administrative, IM&T and transport equipment across their service. Post holders will ensure most effective and cost-effective use of equipment and will ensure safest possible working environment for staff.  CAR – to travel on a daily basis across North Ayrshire to offer line management support to staff, to attend meetings/groups, to deliver training and to attend work related events.  PERSONAL COMPUTER – to send and respond to e-mail and to access the intra and internet to increase knowledge and awareness. Require certain packages (Word, Excel, PowerPoint and Outlook) to compile reports, develop presentations and training programmes. Require to access shared management systems including Care Partner clinical /Ayrshare systems on a daily basis.  LAPTOP AND MULTIMEDIA PROJECTOR – to deliver presentations.  MOBILE PHONE – for personal security and to enhance communication links. |
| **7b. SYSTEMS** |
| Human Resources policies, procedures and all other organisational guidelines are implemented.  Ensure health and safety, risk management, incident reporting are systematically identified, reported and action plans developed.  Ensure all complaints and freedom of information requests are responded to; ensuring subsequent issues are addressed as per local policies and guidelines.  STAFFING   * To ensure compliance with all staff governance standards. * To be responsible for aspects of recording and managing risk assessment and risk management, disciplinary and grievance issues, complaints, accidents, incidents, health and safety matters and lone workers issues. * To ensure weekly and monthly time sheets, travelling expenses and enhanced duty payments are accurately compiled and submitted by staff. * To ensure a fair and accurate system is in place for allocation of Annual Leave, Parental Leave, Study Leave and for all other workforce policies. * To ensure that all clinical information systems, client case notes, records and documentation are completed accurately and confidentially in accordance with all NMC professional guidelines and NHS policies and procedures. * To provide monthly performance management reports and statistical information regarding client contact, caseloads and activity of teams. * To ensure that audit review and research and development evidence underpins all service activities.   BUDGET   * Ensure budget expenditure complies with requirements of financial governance arrangements. * Planning of budget expenditure in relation to service developments. * Responsible for procurement of supplies.   INFORMATION MANAGEMENT SYSTEMS   * Utilise intranet, internet, e-mail, clinical systems * To ensure adherence to all Information Sharing, e-Health, Data Protection, Child Protection and Caldicott arrangements regarding knowledge management. * To provide regular progress reports and statistical information to Line Manager, and other partners as requested by line manager. |

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| 8. ASSIGNMENT AND REVIEW OF WORK |
| The post holder is responsible to the Service Manager who will meet with the post holder to undertake annual appraisal and performance review. Progress reviews will occur throughout the year through one-to-one supervision, management meetings and written reports.  The post holder is accountable for own professional actions whilst working within clear codes of professional practice and guidelines. The majority of the work is self-generated or delegated via the Service Manager with the post holder having a high degree of autonomy, interpreting organisational policies and direction for effective delivery of services.  The post holder will continuously review all aspects of service delivery, will anticipate workload and formulate innovative and staff inclusive solutions, implementing measures to resolve any issues. The post holder will identify and develop changes to protocols and guidelines to continuously improve service delivery.  The post holder is responsible for supervising and reviewing team workload and caseloads and will plan and prioritise seamless service provision.  The post holder will deputise at meetings on occasion for Service Manager and provide continuity of management arrangement with fellow Team Managers |
| **9. DECISIONS AND JUDGEMENTS** |
| Through supervision, formal Personal Development Planning (PDP) and Review and team meetings the post holder will have first line management of staff performance, identify training needs and prioritise and re-assign team workload. The post holder will prioritise own and team’s workload in response to crisis situations.  The post holder works autonomously without direct supervision and is expected to make high level clinical and managerial decisions pertaining to their clinical area/service. Specific duties are delegated and identified through management meetings, supervision, consultation and discussion with line manager.  The post holder operates within all NHS policies and guidelines and will comply with standing financial instructions, health and safety standards and other statutory obligations. The post holder operates within all NHS policies and has detailed knowledge of North Ayrshire Council policies.  The post holder is authorised signatory for payments of equipment, travel, training and other purchases as budget holder. The post holder is required to identify opportunities for further funding and joint working. |

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| 10. MOST CHALLENGING/DIFFICULT PARTS OF THE JOB |
| To lead, develop and manage the Universal early Years teams during a period of rapid change in population needs and priorities that operate across remote, rural and urban communities ensuring they are supported during change and that the needs of the caseloads are met.  To offer professional leadership and line management support to a staff group with varied skills, workloads and roles whilst balancing a range of operational responsibilities with a strategic planning and service development role.  To effectively manage team budget ensuring best value provision.  To effectively manage teams during challenging recruitment times.  To effectively maintain and further develop integrated ways of working to ensure the highest possible standard of treatment and care is delivered to those individuals using the service. Including sourcing co-location opportunities for staff and accessing suitable premises.  To work closely with NHS, Local Authority partners and the independent sector by offering expert option relating to the health needs of infants, children, young people and their families. |

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| **11. COMMUNICATIONS AND RELATIONSHIPS** |
| INTERNAL:  Integrated staff groups - to offer line management support, supervision, formal appraisal and PDP, utilising negotiation, motivational and persuasiveness skills. To discuss any performance caseload or workload issues.  Line manager – to discuss and consult on personal, professional and service issues and to participate in formal supervision and PDP. Induction of new employees.  Health & Social Care Partnership – to highlight and discuss any performance, caseload, workload or service issues and to help support the implementation of national standards, guidelines and policies.  Communicate highly complex, sensitive or contentious information/directives to staff received from Scottish Government, Integrated and Partnership services.  Other hospital and community-based services, wider NHS staff teams and Planning and Strategy Departments at the NHS Board – to provide expert opinion on issues relating to infants, children, young people and their families.  EXTERNAL  Children and young people, carers and relatives – to inform regularly on assessment, treatment and support plans and outcomes. This involves communication of sensitive health information concerning children, young people and their families.  Community Planning groups, Local Authority staff teams, Educational Staff Police, Independent sector and communities – to enhance joint working and to provide training, education, information and prevention activities to increase awareness of the integrated nursing service provision.  The post holder presents highly complex specialist information on regular basis particularly in the field of Child Protection and regularly liaising with legal staff requiring care and protection information. |

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| **12. PHYSICAL, MENTAL, EMOTIONAL AND ENVIRONMENTAL DEMANDS OF THE JOB** |
| PHYSICAL SKILLS:  Driving skills – daily;  Keyboard skills – daily;  Moving and handling techniques – daily;  Breakaway techniques – when required;  Use of training aids/equipment – when required;  Skills used to operate Lap Top and Projector – when required.  PHYSICAL EFFORT:  Walking to and from rooms and venues on a daily basis;  Driving to various meetings and groups across Ayrshire on a daily basis;  Working seated at personal computer for long periods on a very frequent basis;  Standing for long periods whilst delivering presentations and training;  Moving and handling of equipment;  Possible use of breakaway techniques when in contact with patients and public;  Management and clinical leadership facilitator.  MENTAL:  Ability to focus on and respond to different tasks. High level of concentration required when offering personal supervision, formal appraisal and review of Personal Development Plan. Having to deal with interruptions whilst offering supervision to staff.  Ability to utilise experience and skills when supporting children, families and staff in particularly challenging situations such as care and protection.  Concentration and listening skills required when providing face to face counselling to patients and families. Being a reflective practitioner with a high level of self-awareness to enable identification of strengths and weaknesses.  Having to handle interruptions and questions during meetings. Being resourceful at using strategies to deal with and overcome interruptions and challenging behaviours. Taking lead role in investigating complaints.  High level of concentration and awareness required when assessing, or delivering care and support in challenging households with potential of violence or aggression.  Being able to focus and concentrate when writing high level strategic reports, developing presentations and writing proposals for funding applications and research and ethical consideration. Ability to focus when conducting interviews, dealing with urgent issues and crisis situations.  EMOTIONAL:  Having to respond to and deal with very sensitive staff issues such as relationship problems, personal issues and disciplinary and grievance issues. Having to deal with disclosure of traumatic events by children, young people, families and staff  Conveying distressing news of unexpected life events, including death.  Conveying unwelcome or unpleasant information to staff, patients or public. Discussing/imparting information to patients and relatives regarding planning outcomes and implications e.g. child protection and domestic violence events. Coping in unpredictable situations and have challenging behaviour.  Being able to demonstrate conflict management by utilising skills and techniques or control when dealing with threatening/intimidating behaviour.  Having to communicate very sensitive information in highly emotive situations. This requires specific skills such as persuasion, reassurance, empathy and negotiation; where there may be barriers to understanding e.g. substance use, hostility, antagonism, manipulation and denial.  ENVIROMENTAL:  Working within home, Education and Community settings which may create safety and control issues.  Exposure to verbal and physical abuse and aggression.  Consideration of health and safety requirements for staff, self and public.  Exposure to families extremely upset with decisions affecting them and their children |

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| 13. KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB |
| Professional qualification in Nursing/Midwifery, educated to degree level.  Evidence of further professional development e.g. Specialist Community Public Health Nursing or Post Graduate Certificate in Child Protection or further Health Studies.  Current clinical experience of working with or within Health Visiting /School Nursing  Experience of working within community setting essential  Experience of project management, change management and effective communication skills is essential  Budget management knowledge  Knowledge of clinical, corporate and staff governance issues and policies, procedures and systems  Ability to motivate, influence and negotiate during differing opinions of professional practice.  Experience of support staff through programmes of change |