

## Job Description Frontline Manager

### Role Summary

The role of the manager is to demonstrate that a service is safe, effective, caring, responsive and well-led in accordance with CQC Key Lines of Enquiry and CIW leadership and management standards. It is important that all Managers work to uphold MacIntyre's Leadership Charter. This means being an authentic leader, delivering MacIntyre's strategy and embracing change, taking responsibility for managing resources and building partnerships, collaborations and working with stakeholders.

Managers are expected to lead person-centred, ethical and inclusive services, supporting and promoting the well-being, of both of individuals we support and of staff, while supporting them to stay safe.

You will lead the development and delivery of value for money services which establish MacIntyre's brand and reflects and responds to the needs of the local community. You will lead reflective practice promoting continuous improvement within your service. You will develop and effectively implement outcome-focused service development plans, which meet statutory and regulatory requirements, developments in commissioning and manage relationships with key stakeholders and partners.

Frontline Managers are usually responsible for an individual or a group of services and their associated staff teams. Services may be spread across a defined geographical area or present management challenges. You will be accountable for the agreed delivery of hours for each service, and ensure that the budgeted income/contribution levels are met within those services. The ability to creatively manage resources across the services is a key requirement of the role. You will be accountable to the Area Manager / Service Manager.

Our job descriptions are all written with the following four key points about MacIntyre in mind:

#### 1. Our Vision

For all people with a learning disability to live a life that makes sense to them.

#### 2. Our Mission

We will support a sense of wellbeing through a celebration of each person's unique gifts, talents and contributions, the quality of our relationships and ensuring the promotion of real opportunities to connect with others.

#### 3. Our purpose

To achieve excellence in everything we do.

MacIntyre's "*primary purpose*" is to make a positive contribution to the lives of children and adults with disabilities. We make this contribution by ensuring that all our interactions are great, that our knowledge and skills represent excellence and that we support people to develop purposeful and warm relationships. Our "*secondary purpose*" is to have a positive influence in our local communities and on our sector by connecting well, nurturing partnerships and demonstrating best practice.

#### 4. Our DNA

MacIntyre has a particular way of working with people and because it is so important to all our activities we call it our DNA. It is a combination of our values and the way that we put those values into actions that is unique to MacIntyre. Through our Promises and Value Base, the promotion of Great Interactions™ and Person Centred Approaches, we aim to support every person to live a life that makes sense to them, with a level and style of support of their choosing.



## Responsibilities

You will be required to carry out a range of duties within your role. The key responsibilities are detailed below but there will be other duties consistent with the role that you may be requested to undertake by your line manager.

### The People We Support

1. Be responsible for the delivery of effective and efficient personalised services for people with a learning disability, autism and may have a degree of complex needs.
2. Ensure systems, processes and practices are in place to keep people safe and safeguarded from abuse. This includes but is not limited to physical, sexual, mental or psychological, financial, institutional or discriminatory abuse.
3. Ensure all risks to people supported are continually assessed, their safety monitored and managed and they are supported to stay safe.
4. Monitor people's care and treatment and act proactively on outcomes.
5. Work with external stakeholders and MacIntyre's health and quality teams to support people to live healthier lives.
6. Ensure people we support are treated with kindness, respect, dignity and compassion, and are provided with emotional support when needed.
7. Promote a culture in which individuals are enabled to have a strong voice and are able to express their views, and be actively involved in decisions about their care, treatment and support using the principles of co-production.
8. Support people to develop and review their person centred plans, including access to holiday, vocational, educational, learning and social opportunities, providing link workers as required.
9. Ensure individuals are supported to make their preferences known about involving others, including family members and staff, and that these views are respected.
10. Ensure the people we support develop and maintain relationships, participate in and contribute to their local community.
11. Abide by relevant legislation and MacIntyre's policies on rights and protections and not unfairly discriminate against any person we support. You must also ensure staff understand their responsibilities in this area.
12. Act as the Registered Manager with the Care Quality Commission (CQC) or equivalent, as required.
13. Use positive approaches and other techniques as appropriate to ensure that people who display behaviours of concern are able to continue to safely access and benefit from our services.
14. Offer services that are flexible and desirable for personal budget holders.
15. Support people in all aspects of their lives as required (including but not limited to personal and intimate care, hygiene, physical wellbeing, moving and handling, use of mobility aids and equipment).
16. Be part of the "on call" rota for your area.

### Our Staff

17. Ensure staff have all the information, training and support they need to deliver safe care and treatment to people in a person-centred way.
18. Facilitate staff teams across shift patterns to communicate in an open way and work well together, creating a reflective culture of open communication and feedback within the staff team, facilitating constructive team meetings within the services, ensuring staff adhere to team decisions and are focused on outcomes for the people we support.
19. Involve staff in assessing, planning and delivering care and treatment and reviewing people's health plans as appropriate.



20. Support staff to manage situations where there are ethical dilemmas or conflicts related to working with others.
21. Lead the team to build meaningful and rewarding relationships with individuals in order to have a positive effect on wellbeing and achieving great outcomes, while remaining professional at all times.
22. Support your staff teams to develop and use effective communication skills, including a range of aids and equipment as relevant, using people's preferred methods of communication at all times, using the principles and practice of Great Interactions.
23. Encourage staff to share learning, identify best practice and celebrate success.
24. Arrange appropriate support and an induction plan for new staff whether they are new to social care or new to MacIntyre or their role.
25. Ensure your staff team works together collaboratively, shares responsibility and resolves conflict effectively and constructively.
26. Gather your staff team regularly to take time out to resolve problems, review objectives, processes and performance, which will support improvement and innovation of work and the wellbeing of staff.
27. Coach, train and mentor your staff team to deliver excellent practice in Person Centred and Great Interactions approaches, which ensure positive outcomes and progression for the people we support.
28. Conduct supervisions and appraisals with staff, in line with corporate policy, complete individual learning plans which address training needs and support continued professional development.
29. Ensure regular observations of staff to ensure appropriate coaching, training and mentoring of staff teams to deliver excellent practice in Person Centred and Great Interactions approaches, which ensure positive outcomes and progression for the people we support.
30. Promote the health and safety of the staff team in line with MacIntyre's Policy for Health, Safety and Welfare at Work.
31. Where applicable, act as on-site Practice Supervisor for university students on placement completing 'Social Work' and 'Learning Disability Nursing' degrees.

### Quality

32. Deliver services in line with MacIntyre's quality framework, ensuring key operational and commercial performance indicators are met.
33. Ensure that the care, treatment and support achieves good outcomes and promotes a good quality of life for the people we support which is based on co-production and a person-centred approach.
34. You are responsible to engage in continuing professional development linked to organisational and your own objectives to support service delivery and improvement. You will make a particular effort to develop your knowledge and skills as a manager and leader of excellent social care practices and to act as a role model to your colleagues and your staff team.
35. You should plan for and facilitate the ongoing learning and development of your staff team to meet gaps in knowledge, skills, regulatory guidance and understanding
36. Be responsible for your personal and professional development, undertaking learning and development activities which support your continued professional development.
37. Participate in regular supervision sessions and annual appraisals with your line manager, and undertake agreed actions.
38. Create, participate in and report upon a flexible and person centred rota (24 hours/365 days per year including 'on call') across different locations, as required, to meet the needs of the people we support.
39. Ensure the upkeep and maintenance of service vehicles and those used by the people we support as relevant, maintenance of buildings and use and maintenance of equipment, where required.
40. Maintain confidentiality of information and work in line with all relevant codes of practice and governing legislation.



## Sustainability

41. Ensure leadership, capacity and capability to deliver high-quality sustainable care to people, demonstrating robust plans to deliver excellent outcomes.
42. Ensuring staff understand the relevant consent and decision-making requirements of legislation and guidance, including the Mental Capacity Act 2005 and other relevant standards and guidance.
43. Ensure suitable and practical arrangements are in place for individuals and their circles of support to influence, comment on and, where necessary, complain about the service.
44. You must ensure that legal and agreed policies and procedures for completing records and reports are adhered to by you and your staff teams, ensuring confidentiality at all times.
45. You must do all you can to promote an open, fair and learning culture in the workplace, creating an environment where others share good practice, consider research findings, raise concerns, contribute ideas and are active members of the team.
46. You will respect, value and acknowledge the roles, contributions and expertise of others, including specialist and central teams within MacIntyre.
47. You must not tolerate bullying or harassment in the workplace, including derogatory comments or excluding people.
48. Ensure a rigorous, proactive, inclusive and timely approach to staff recruitment and selection, up to Senior Practitioner level or equivalent, ensuring every effort is made to implement policy and processes in a way that meet MacIntyre's recruitment standards and legislative and quality requirements.
49. Take immediate steps in line with MacIntyre's policies and procedures to address unsatisfactory performance, absence or misconduct by staff, in line with the Disciplinary and related policies, seeking advice from your Manager or from MacIntyre's HR specialists as required.
50. Conduct fact finding investigations with regard to shortfalls in performance of staff and breaches of MacIntyre Policies.
51. You should actively contribute to identifying the appropriate type and level of resources required to deliver quality, safe and effective services. Including supporting tendering activities and new business opportunities where appropriate.
52. To protect confidentiality, personal and professional integrity ensure all your social media and online presence is in line with company policy.
53. Ensure there are clear priorities within your service(s) for ensuring that your own local plan has been developed using a structured planning process in collaboration with staff, people with support and external stakeholders, and is in line with overall MacIntyre corporate strategy.
54. Demonstrate that local plans are monitored and reviewed and any necessary adaptations and the reasons for them clearly evidenced.
55. Ensure there are effective structures, processes and systems in place to support good governance and management of the service(s)
56. Ensure effective arrangements are in place to monitor, manage and report on quality and performance which is accurate, valid, reliable, timely and relevant, and to take action when issues are identified.
57. Manage vacancy levels (voids) within the services to ensure risk to delivery and contribution is minimised, and referral assessments are actioned promptly and within 5 working days.
58. Ensure that the service is shaped and developed by the views and needs of people we support.
59. Generate additional income through fundraising.
60. Promote community involvement (including use of volunteers).
61. Maintain a presence within the local community, representing MacIntyre at external events, meetings and reviews as required.
62. Manage relationships with key stakeholders and partners (e.g. local authorities, commissioners, people we support and their families) which contribute to MacIntyre's local, divisional and corporate plans.



63. Communicate with families, representatives and outside agencies in a professional and courteous manner.
64. Achieve and maintain compliance with CQC, CIW or equivalent standards, ensure contract compliance and adherence to internal standards.
65. Understand and respond to changes in regulatory frameworks, local and national policy and other drivers, keeping abreast of national, corporate and local developments which may impact on service delivery.
66. Manage service performance against audit/inspection results and recommendations, highlighting to your line manager any areas outside your control which will negatively impact performance.
67. Manage allocated budgets, ensure proper use, accounting and reporting of all finances within the services (including monies for people we support), in line with MacIntyre's financial procedures, ensuring cost-effective service delivery.
68. Act as the Registered Manager with the Care Quality Commission (CQC) or equivalent, as required.

#### **Leadership in MacIntyre requires you to**

69. Be person centred in your approach
70. Be visible, accessible, approachable and to "roll your sleeves up" when needed
71. To behave in a way that demonstrates you take ownership and responsibility



## Person Specification

Below is a list of the typical skills, qualities and experience we would expect you to have to enable you to carry out this role successfully, and how they underpin the Responsibilities set out above in this Job Description.

Skills Qualities & Experience	People We Support	Our Staff	Quality	Sustainability
<b>Essential</b>				
At least two years' experience of working with people with learning disabilities or autism, or related experience.	X	X	X	
Ability to achieve appropriate vocational qualifications as required	X		X	
Proven leadership ability including experience of leading a team to deliver personalised services within the sector	X	X	X	X
A commitment to a Person Centred Approach that is focused on the needs and aspirations of people we support, placing them at the centre of all planning.	X			X
The personality and management qualities necessary to develop and maintain effective working relationships	X	X	X	X
Knowledge of Equal Opportunities and diversity best practice and legislation	X	X	X	
Knowledge of relevant statutory legislation, e.g. Health and Safety, Protection of Vulnerable Adults, Safeguarding, Data Protection	X	X	X	
Skills in budget control, quality assurance, supervision and team-building		X	X	X
A working knowledge of recruitment practices including the importance of a timely, proactive, efficient approach which involves people we support	X	X		X
A good standard of numeracy, literacy and IT skills including Word and Excel, the ability to communicate effectively via email, and to produce written reports			X	X
Ability to identify and address training and requirements of self and team	X	X		
Effective interpersonal skills	X	X		
Ability to manage available staff resources effectively		X		X
Ability to think and respond creatively, positively and with flexibility	X	X	X	X
Ability to promote and offer a holistic approach to individuals who may display behaviours of concern.	X			X
The belief that people with learning disabilities or autism have a right to participate in making decisions about the services they receive	X		X	X
The believe that all people with learning disabilities or autism have a right to access education, learning, training and employment opportunities	X		X	X
A commitment to the implementation of MacIntyre's Equal Opportunities Policy	X	X		
Current driving licence and own transport (ability to travel locally necessary for this post)				X
Able to work flexible hours including evenings, bank holidays, waking nights and weekends (as and when required)				X
<b>Desirable</b>				
A relevant professional qualification	X	X	X	



<b>Skills Qualities &amp; Experience</b>	<b>People We Support</b>	<b>Our Staff</b>	<b>Quality</b>	<b>Sustainability</b>
An understanding of the education, learning and development needs of people with learning disabilities or autism, including learning styles, learning environments and positive approaches to behaviour of concern.	X			X
Experience of managing/developing learning opportunities for people with a variety of ability levels	X		X	
Experience of delivering staff training	X	X	X	
Knowledge of factors that may affect learning, e.g. epilepsy, autism, sensory impairments.	X		X	
Experience of creating and using Individual Learning Plans or equivalent	X			
Experience of advocacy, consultation and co-production	X		X	
Experience of a range of learning opportunities, including accreditation	X		X	