

## JOB DESCRIPTION

<b>Post title</b>	Community Payback Work Manager
<b>Division / Section</b>	Children's, Education and Justice Services
<b>Department</b>	Justice Services
<b>Responsible To</b>	Service Manager, Justice Services
<b>Number of post holders</b>	1
<b>Acting up/ Secondment</b>	N/A

### **Purpose of Job**

To be accountable to the Service Manager for the management, professional oversight and organisation of the team providing all aspects of Unpaid Work or Other Activity in line with current legislation. This will also include providing professional leadership, support and direct supervision of staff as well as overseeing the effective undertaking of project and placements by offenders. The effective management of risk is integral to the post.

### **Major Tasks**

#### **Quality and Performance (30%)**

Ensure that the team provides a high quality service to service users, the public and stakeholders in line with National Outcomes and Standards for Social Work Services in the Criminal Justice System, Scottish Social Services Council professional standards and Council policy and procedures

#### **Service Planning and Development – (30%)**

Develop and champion projects and placements for offenders subject to relevant sentences, with a particular emphasis on high visibility 'payback', and provide Service Manager with appropriate data for future service planning. In consultation with the Service Manager work within budgetary guidelines to prioritise services to meet budget requirements.

#### **Risk Management (25%)**

Take the lead role in matters of public protection with particular reference to adult and child protection and those assessed as posing a high risk of causing serious harm to the public. To ensure the effective implementation of safe working practices, health and safety legislation, Council policies, practices and procedures in the context of practical work projects in the community

### **Staff Supervision (15%)**

Provide professional supervision and leadership, and facilitate training, development and support in accordance with the Council's Performance, Review and Development framework.

## **Job Activities**

### **Quality and Performance**

- meet performance standards by monitoring the team's performance in respect of the key performance indicators set by central government and the Council, and make improvements where required to ensure the delivery of a high quality service. This is achieved through, for example, staff supervision, case management reviews, scrutiny of council information systems, case file audits, as well as discussions with placement/project providers
- ensure that an effective and efficient service is delivered to the community, service users and beneficiaries of the service in line with current legislation, Council policy, practice and procedures and National Outcomes and Standards
- ensure that service users' experience contributes to the development of quality services through, for example, exit surveys, case management reviews, liaison with placement/project providers and providing access to the Council's Advice and Complaints Service
- ensure the most effective and efficient use of resources through the management of staff, client services, finance administration and information systems in line with council policies and procedures
- communicate council and central government priorities in relation to the delivery of unpaid work placement/projects
- participate in the selection and appointment of staff within the team and other departmental staff as appropriate

### **Service Planning and Development**

- promote and develop the introduction of high visibility payback in line with central government policy
- provide relevant, current and timely data to senior staff to promote planning for future service provision
- develop services which respond to differing needs and diversity within the service user group as well as those specifically targeted by central government (women, young offenders)
- develop services which accommodate clients' availability (i.e. evening and weekend placements) thus increasing flexibility to match need and demand
- develop partnerships with agencies and organisations so that placements will work towards increasing clients' skills and experience, thus potentially increasing employment opportunities for clients
- responsible for preparing returns to Scottish Government
- liaising with key stakeholders to collate data to inform the Community Payback Order (CPO) Annual Report

## **Risk Management**

- ensure risk assessment of the location, activity, task and equipment are undertaken in line with government legislation and council policies
- ensure that staff are aware of and work within council policy in respect of staff safety, including lone working, and that health and safety policies are implemented in the workplace
- maintaining up to date knowledge of health and safety legislation and how it impacts on service provision
- ensure that all team members are aware of, are trained in, and follow all procedures in relation to health and safety
- an understanding of the practical implications of health and safety practice, procedures and legislation as it relates to unpaid work in the community
- ensure all team members are aware of, are trained in and follow all procedures in respect of children and adults at risk of harm
- develop and implement a reporting system which promotes child and adult protection and ensure all staff are aware of their responsibilities for its promotion
- attending Risk Management and Child Protection Case Conferences
- ensure that all team members are aware of, are trained in and follow all procedures in relation to offender risk management
- contribute to the multi-agency public protection arrangements (MAPPA) in accordance with the National Guidance
- ensure effective communication between team members and partner agencies in respect of risk management through maintaining good professional relationships and timeous recording on systems such as SWIFT and VISOR
- ensure the completion of Serious Incident Reports, as required
- work in partnership with Team Leaders and other partners across Criminal Justice Services in Edinburgh to facilitate information sharing for the purposes of public protection
- provide the Service Manager or other senior staff with information in circumstances in which it might have wider implications for the council, partner agencies, the public and the media

## **Staff Supervision**

- ensure that all staff in the team are supervised in accordance with the council policy in respect of supervision and performance, review and development
- directly line manage Community Payback Work Officers, providing professional support and leadership
- ensure that training needs within the team are identified and that staff have access to training, development and support as required
- assist staff to manage change whilst maintaining effective working relationships with colleagues, managers, service users and stakeholders
- implement council policy in respect of managing performance, staff absence, grievance, disciplinary and unfair treatment matters
- approve staff leave, overtime, special leave, mileage claims etc. within council policy
- undertake investigations outwith the team in respect of disciplinary, grievance and unfair treatment procedures as required

## **SCHEME FACTORS**

## **Supervision and Management of People (Numbers and type of staff)**

The Unpaid Work Manager is responsible for the supervision and management of:

- Direct Reports – 2/3 (FTE) Community Payback Work Officers (Grade 7 TBC)
- Indirect Reports (via Community Payback Work Officers)
  - 22 (FTE) Community Payback Work Supervisors (Grade 6 TBC)

In addition the Community Payback Work Manager is required to support the delivery of the service 7 days per week through the effective deployment of staff.

The Community Payback Work Manager will have a key onsite consultation and decision making role in respect of child protection, adult protection and public protection. They will also have overall responsibility for health and safety policy for unpaid work.

## **Creativity and Innovation**

The Community Payback Work Manager is required to:

- manage a considerable workload in a way that meets service priorities while maximising the skills, experience and developmental needs of team members
- develop the provision of other activity opportunities across the city
- apply national and local authority standards and procedures in a local context
- respond to changing professional and organisational expectations in an effective and supportive manner
- report to the Service Manager and other senior staff regarding team performance
- contribute to service planning
- develop the service provided by the team in response to service user needs and central government priorities
- develop creative approaches to working with clients that will strive to enhance their learning and employment skills
- encourage the Community Payback Work Officers to implement changes to working practices and drive these changes forward
- develop a range of projects and placements and encourage Community Payback Work Officers to identify local need
- resolve problems within the team using a creative and supportive approach
- investigate and report on complex issues in relation to disciplinary, grievance and unfair treatment processes
- investigate and support the resolution of service user complaints
- contribute to policies and procedures
- build on relationships with other local authorities and utilise skills and knowledge to work creatively with one another within the Community Justice Authority

## **Contacts and Relationships**

The Community Payback Work Manager is required to establish and maintain relationships with:

- service users – specifically relating to complaints and feedback
- placement and project providers – to develop and promote appropriate placements which respond to service user offence histories and skills/experience
- local communities – to collate data to inform the Community Payback Order Annual Report

- team members for whom s/he does not have direct supervisory responsibility – advice and consultation, work allocation, health and safety matters, resolving disputes
- direct supervisees – as above and supervision, performance, review and development
- service support staff – daily contact, providing service to public, meeting performance standards, allocation of work, health and safety, risk management recording and processes, staff induction
- Team Leaders – specifically for those managing service users on statutory orders with an unpaid work component to provide consultation, support and advice, overall delivery of all unpaid work services, liaison regarding adult and child protection, risk assessment and management of harmful offenders, information sharing in relation to Multi Agency Public Protection Authority (MAPPA) and/or Risk Management Case Conferences (RMCC) processes, sharing good practice
- Service Manager – supervision, consultation, advice, guidance and direction
- Head of Service, Service Manager and Chief Social Work Officer – as required for consultation, advice, guidance and direction
- partner agencies – specifically project and placement providers, but also Children’s Services and other Health and Social Care staff, as well as third sector agencies, department of work and pensions, Courts and health services

### **Decisions (Discretion)**

The Community Payback Work Manager is responsible for a wide range of discretionary decisions:

- prioritising statutory work - daily
- managing all high risk of harm offenders and issues relating to the protection of vulnerable adults and children through liaison with the appropriate Team Leader – as required
- ensure the Community Payback Work Officer is authorising the use of compliance measures, specifically breach applications and suspensions - daily
- authorising staff leave, expenses claims etc - as required
- working within budget, with specific reference to project/placement costs as well as transport and materials - daily
- implementation of absence management, disciplinary and performance procedures - as required
- respond appropriately to critical incidents as they arise - as required
- refer to Service Manager and other senior staff as appropriate when serious, high-profile or politically sensitive matters arise from the team’s work – as required

### **Decisions (Consequences)**

The decisions made in the course of the Community Payback Work Manager’s work routinely affect:

- the liberty of individual service users
- the wellbeing of service users
- the specific health & safety of service users due to the placements and/or projects they are required to undertake
- the health and safety of staff due to the placements and/or projects they are required to undertake
- the safety of individual potential victims
- public safety in general
- the efficient delivery of statutory services

- the efficiency and effectiveness of unpaid work/other activity for all of City of Edinburgh services
- the relationship and trust of the local community
- the appropriate and efficient use of public money
- the development of a professional workforce
- the reputation of the council as a provider of statutory public services and as an employer
- the Community Payback Work Manager would be the lead officer in ensuring all risk assessments procedures and policies are introduced and adhered to

## **Resources**

Complete responsibility for these resources, accountable to the Service Manager:

- authorising and monitoring overall section 27 spending within the team
- authorising expenses including travel, subsistence and mobile phone usage
- authorising overtime
- managing staff absence, recruitment and vacancies at operational level
- authorising all payments for project/placement materials
- authorising all purchases of health & safety equipment for employees, service users and others associated with the safe provision of unpaid work/other activity

## **Budget Management**

In addition it is noted that the Community Payback Work Manager will have overall responsibility for providing efficient and cost effective project/placement opportunities within a limited budget (25% of core budget is non-staffing). This will involve making funding applications and/or providing detailed financial information to the Service Manager.

- on the instructions of the Service Manager, take responsibility for managing the budgets for all unpaid work activities and prioritise spending to meet budget responsibilities
- overall responsibility for all expenditure relating to materials, tools and equipment for all projects/placements
- responsibility for provision of relevant health and safety equipment to all staff members and overseeing the provision of such equipment to service users
- oversee, share and monitor all resources (transport, equipment, materials, tools, health & safety) across Edinburgh

## **Environment – Work Demands**

Daily responsibility for the allocation and performance standards of work that is required within the tight deadlines of central government, courts and the council, with oversight of risk assessment and management relating to the protection of children and vulnerable adults as well as those subject to MAPPA. The Community Payback Work Manager has no control over the volume of incoming work or the deadlines that require to be met. The Community Payback Work Manager has autonomy for his/her own time management within the constraints of competing priorities. The Community Payback Work Manager works without day-to-day supervision but is required to meet with the Service Manager at least 4-weekly. Decisions related to formal processes (disciplinary etc) and those which might have wider implications for the council, partner agencies, the public and the media require to be referred to the Service Manager. The Community Payback Work Manager is required to provide a range of information relating to performance and standards to senior managers, including the Chief Social Work Officer and in response to Freedom of Information requests.

The Community Payback Work Manager has to make pressured decisions whilst ensuring public safety is paramount. Any errors could result in adverse publicity for Edinburgh Council and be detrimental to the whole service.

### **Environment – Physical**

This post is office-based although there will be an expectation of regular project/placement visits as well as site visits to all Community Intervention Team offices. The Community Payback Work Manager is required to use council IT equipment and databases as well as meeting with partner agencies at both council and non-council premises. The Community Payback Work Manager will work normal office hours however:

- likely to sit for long periods and use a PC
- travel to and working from different work locations
- daily use of computers and telephones
- daily contact with service users, project/placement providers and partner agencies
- use of figures

### **Environment – Working conditions**

This post is office based however the Community Payback Work Manager will be required to work from different sites as well as meet regularly with partner agencies both at council buildings and elsewhere.

### **Environment – Work Context**

The Community Payback Work Manager is responsible for the management and development of all community payback work staff across Edinburgh:

- ensuring that team members maintain the security of client and staff information in paper files and on computer databases
- ensuring that staff adhere to health and safety procedures including those related to personal safety
- responding to situations in which staff safety is at risk
- supporting staff to maintain emotional resilience in the face of the distressing criminal and social circumstances faced by service users and victims of crime and adverse media attention
- maintaining his/her emotional resilience in dealing with staff difficulties and in following formal procedures including those involving trade union representation

### **Knowledge and Skills**

The Community Payback Work Manager is required to have:

- Professional social work qualification at degree level **or** substantial experience of the management of risk within a community payback work setting
- Experience of project management
- Experience of implementing, within work settings, Health and Safety legislation and guidelines
- Experience of working in a criminal justice social work setting
- Experience of risk assessment and management
- Extensive experience and understanding of the contribution social work services can make in the criminal justice systems
- Experience of working with partner agencies at a management level
- Knowledge and understanding of National Outcomes and Standards for Social

#### Work Services in Criminal Justice

- Knowledge and understanding of the requirements of the Management of Offenders (Scotland) Act 2005
- Experience of supervisory management and staff development
- Thorough knowledge and understanding of performance management and ability to implement service improvements
- Thorough knowledge and understanding of budgetary management
- Thorough knowledge and understanding of council procedures
- Leadership and management skills
- IT skills including the use of databases and reporting tools
- Experience of adapting the service and service delivery to accommodate legislative changes

### **Organisation Structure**

Head of Justice Services (1)

Service Manager (1)

#### **Community Payback Work Manager (1)**

Community Payback Work Officer (4/5)

Community Payback Work Supervisor (22 FTE)