

ROLE PROFILE

Role Title	Senior Practitioner	Grade / Salary	E
Directorate	North/South	Department	Generic
Responsible to	Area Manager / Lead Manager (North/South)	Responsible for	A team of project workers, support workers, trainees and others.

Role Purpose
<p>The Senior Practitioner is responsible for a team within a geographical or functional area. At present all Thames Reach teams are based in Greater London. The Senior Practitioner will report to either an Area manager or Lead Manager depending on the size and scope of the project/team. They will be a member of the relevant area Management Team and will lead staff in their contribution to Thames Reach achieving the highest standards and effectiveness in service delivery to rough sleepers and other vulnerable people needing support. They will:</p> <ul style="list-style-type: none"> ▪ Support the mission and objectives of Thames Reach by the skilled leadership and management of a high quality and effective team within an operating environment which is complex and changing. ▪ Contribute to and implement the team's aims and objectives, work plans, operational policies and procedures in such a way that they contribute to the mission of Thames Reach and deliver on business plan objectives. ▪ Co-ordinate all activities within the team effectively and maintain Thames Reach standards in relation to service users/internal customers and other stakeholders alike. <p>The Senior Practitioner will also implement strategies and workplans, achieving both individual and team performance targets and standards.</p>

Responsibilities and Accountabilities
<ol style="list-style-type: none"> 1. Responsible for the continual improvement of service effectiveness, ensuring that service users or internal customers receive a high quality outcome-focussed service. 2. Responsible for maximising the contribution of all workers (paid and unpaid) within the team to the overall effectiveness of Thames Reach. 3. Ensure that financial procedures and controls are in place, understood and implemented. 4. Responsible for formal supervision, professional development and line management of nominated staff, trainees, students and volunteers, including appropriate action to address problematic standards of performance or conduct in accordance with Thames Reach's procedures. 5. Responsible for supporting the project and support workers including key-work, case recording, face to face work, group work, advice giving, advocacy and other interpersonal work.

6. Shared responsibility for the operational management of Thames Reach's services through membership and contribution to Management Teams.
7. Responsible for achieving, monitoring and contributing to the review of the performance targets and standards for the team.
8. Responsible for the provision of timely and accurate information, reports and analysis to Lead Manager and Area Manager, as they may find necessary for the proper management of Thames Reach services.
9. Responsible for contributing to the regular review of the effectiveness of service delivery and for involving service users and other stakeholders in this process.
10. Responsible for working with the Area Manager and developing an annual work plan and overseeing its successful completion and review.
11. Responsible for meeting the requirements of external monitoring and contract compliance, providing accurate reports and timely information to support invoices and funding applications.
12. Responsible for the promotion of best practice, including person centred support planning and effective casework management.
13. Responsible for maintaining good working relationships with other Thames Reach teams as appropriate.
14. Responsible for representing Thames Reach at other external meetings as required.
15. Responsible for meeting the targets in the areas of Education, Training and Employment / move on of the service users /and other Key Performance Indicators.
16. Participate in a 24 hour 7 day on call system to provide emergency advice and support to service users, and/or back up to front line staff carrying out these duties.

The employee may on occasion, and in necessary circumstances, be called upon to undertake work in other locations other than their usual base of work, in order to ensure Thames Reach's obligations to service-users are fulfilled. In exceptional circumstances, an employee may be asked to do alternative work at another location which would be aimed at being within the competence of the employee.

The employee will participate in a formal on-call rota.

- The Senior Practitioner will manage a service area and nominated staff. This area and its location may change subject to contracts for services and the requirements of the commissioners and funders.
- The Senior Practitioner will comply with the standard responsibilities outlined for all management roles within Thames Reach including:
- Adopting and complying with Thames Reach ethos and values, policies and procedures, and regulatory frameworks including:
 - ★ Code of Conduct

- ★ Equality and diversity
 - ★ Health and Safety
 - ★ Data Protection and use of IT resources
 - ★ Regulatory Standards and Schedule 1
 - ★ Risks and internal controls
 - ★ Complaints procedure
 - ★ Human Resources policies and procedures
- No role profile can cover every issue which may arise within the post at various times and the post-holder is expected to carry out other duties from time to time, which are broadly consistent with those described.

Knowledge, Skills and Experience

- a) Strong record and good understanding of the issues involved in managing support services to a range of vulnerable people.
- b) Ability to manage and lead staff during a period of change.
- c) Ability to manage change processes, ensuring the team still delivers a strategically relevant service.
- d) An understanding of the potential impacts of different agendas, such as personalisation, on how services are delivered.
- e) Experience of managing and sustaining relationships with a range of managers, teams and community groups.
- f) An understanding of an outcome-based approach and the recovery model.
- g) A depth of understanding of the needs and aspirations of homeless people which is based either on your own personal experience of being homeless or professional work or voluntary experience.
- h) Knowledge and understanding of financial controls.
- i) Ability to work independently using own initiative whilst remaining accountable to line management.
- j) Understanding of the importance of supportive relationships and fulfilling lives, and especially sustainable work in developing resilience and preventing homelessness.
- k) Excellent written and verbal communication skills.
- l) The ability to establish good working relationships with service users and colleagues alike.
- m) Honesty, reliability and flexibility.

	<p><i>To be demonstrated at interview</i></p> <p>a) Ability to manage a team that works effectively with clients' challenging and difficult behaviour, and successfully engages with clients with a range of support needs, using an outcome-based approach.</p> <p>b) A mature and thoughtful and proactive approach to the implementation of equal opportunities and management of diversity.</p> <p>c) An understanding of what is required to build effective and lasting relationships with funders, housing providers and other organisations.</p> <p>d) Ability to communicate well orally, with clarity, coherence and relevance.</p> <p>e) The ability to use financial controls and exercise sound financial management.</p>
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Core Management Competencies	
<i>Attributes/behaviours the role holder must possess to be successful in the role</i>	
Service Focused	<ul style="list-style-type: none"> - Focuses on addressing organisational priorities - Understands the success of Thames Reach depends on the primacy and integrity of the whole - Represents Thames Reach effectively to all internal and external stakeholders - Works in partnership with others and service users - Portrays the organisation in a positive light
Clarity of Purpose	<ul style="list-style-type: none"> - Develop objectives and targets linked to the business plan - Establishes clear priorities, a practical framework for achieving them and keeps issues in proportion - Focuses on quality, impact and outcomes/results - Exercises judgement and confidence in decision making - Takes ownership and responsibility for decisions that affect self, others and the organisation
Managing Change and Innovation	<ul style="list-style-type: none"> - Contributes to continuous organisational improvement and evaluation - Anticipates the need for change and gets others on board - Manages risks effectively and sensibly - Responsive, flexible and optimistic - Communicates change positively - Produces and encourages innovations and improvements in systems and practices
Leadership	<ul style="list-style-type: none"> - Communicates a clear vision to others - Maintains awareness of changes in the political, economic, social and technological environment which influence commercial awareness - Honest, brave and acts with integrity - Takes difficult decisions and gathers information to take measured risks - Empowers and manages through others - Makes the most use of financial and other resources; and interprets and monitors financial information appropriately

<p>Managing Others</p>	<ul style="list-style-type: none"> - Provides constructive feedback on performance; coaches and develops others on a timely and regular basis - Maximises staff's contribution to the organisation - Rewards and recognises the value of employee contribution to the organisation - Promotes openness and discussion and encourages others to contribute ideas to improve the performance of self, others and the organisation - Uses informal and formal procedures sensitively and appropriately - Sees conflict as normal and healthy and effectively manages disagreements and differences of opinions
<p>Managing and Developing Self</p>	<ul style="list-style-type: none"> - Self critical and reflective - Emotionally resilient and develops ways to manage stress and the pressure of the job - Manages upwards as well as downwards - Identifies learning and development needs to enhance performance and help contribute to the achievement of the organisation's objectives - Actively addresses own continuous professional development needs - Assesses and continually develops own competence, seeking and accepting feedback from others