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**Job Title: Living Well Centre Leader**

**Grade:** Salary £44,606 – 50,819

**Department:** Lambeth Living Well Network Alliance

**Responsible for:** Relevant Living Well Centre

**Accountable to:** Employer, Alliance Management Team & Professional Head as appropriate

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**Job Outline**

The post holder will lead operations and development of the Living Well Centre, to include:

* Leading and managing safe and effective delivery of the care and support for people accessing the centre, within the parameters of delegated responsibility provided by the Alliance partnership organisations.
* Ensuring the whole centre workforce adheres to the principles, values and outcomes of the Living Well Network Alliance
* Effectively meeting all delegated statutory and regulated duties - with advice and support from relevant partner organisations.
* Improve quality, maintaining safety and leading innovative practice

The post holder’s performance will be expected to meet the criteria of the core competency framework, which underpins the roles and responsibilities of the post.

**Facts**Lambeth Clinical Commissioning Group and Lambeth Council want people of Lambeth to have a fully integrated and coordinated mental health system which focuses on people’s strengths and supports their whole health and wellbeing. They have commissioned the Lambeth Living Well Network (LWN) Alliance to lead, co-ordinate and, in large part, deliver support and services for those experiencing mental health issues in Lambeth. The LWN Alliance is responsible for the large majority of the adult mental health services in Lambeth, including the existing Living Well Network as well as all inpatient and community care.

The LWN Alliance functions as a virtual organisation, bringing together Certitude, Lambeth Clinical Commissioning Group, Lambeth Council South London & Maudsley NHS FT and Thames Reach. The expertise and perspectives of its member organisations to deliver the mandate as set by Lambeth CCG and Council.

The objectives of the LWN Alliance are to: Improve access to support – including easier early access and a rapid crisis response; integrate and coordinate care and support for people and their networks across Lambeth; reduce the inequalities experienced by people experiencing mental health problems; manage demand and resources effectively, and; drive culture change – including leadership and asset-based working.

**Core Responsibilities**

* As the overall senior centre leader you will be responsible and accountable for the centre’s service provision.
* Reporting to the centre leader are three deputies, who will be managerially responsible for each cohort of the integrated workforce
* The deputies will be one NHS Band 7, one social care Practice Manager (PO5) and one community voluntary sector manager
* Integrating the workforce will be a key priority for the centre leader. Each deputy will be responsible for delivering all of the centre’s objectives (not just management of their sector staff).

The primary objectives of the centre leadership team will be to:

* Safely and effectively deliver integrated care and support for people accessing the centre
* Lead and manage within the parameters of delegated responsibility provided by the Alliance partnership organisations to sustain integrated working
* Ensure the whole centre workforce adheres to the principles, values and outcomes of the Living Well Network Alliance
* Effectively deliver on all delegated statutory and regulated duties with support from the relevant partner
* Always strive to improve safety, quality and lead innovative practice
* Achieve key performance and outcomes targets as well as delivering in line with operational budget

In terms of the leadership structure over all three centres, we have established the Alliance Operational Team (AOT). This consists of leadership/management posts from each organisation, which will work in an integrated way and ensure that that the centres also work in this way.

**Function**

**1. Care and Support**

* Ensure that care and support is informed by an asset based, recovery focussed approach.
* Ensure delivery of the outcomes that matter the most to people using the centre, Build on the provision of peer support
* Ensure that the people using the centre receive care, support and treatment in accordance with local protocols, organisational policies and National Institute of Clinical Excellence and other relevant best practice
* Provide leadership and support for the management of complex cases, facilitating safe and effective multi-disciplinary service delivery.
* Ensure complaints, near misses and critical incidents are effectively managed and any necessary changes resulting from these are made.
* Ensure that service user and carer’s experience of care and support is at the centre of practice and future service development, striving for co-production at all levels.
* Seek to develop the cultural competence of the LWC team, actively tackling inequalities experiences by people with mental health needs and adapting the support provided through the centre to ensure it is accessible to all the Lambeth community.
* Ensure that the care and treatment provided by the centre proactively responds to crisis and risk in the least restrictive way.
* Facilitate effective collaboration across the whole system that supports the best for person principle, eradicates unnecessary hand offs and promotes equal access
* Model collaborative leadership – working alongside colleagues across the Alliance (Acute, crisis, single point of access, IPSA) to manage the system of support for people in a joined-up way.
* Build positive and effective relationships with relevant primary care partners to ensure effective support for people with mental health needs.

**2. Improvement**

* Lead a continuous process to improve the quality and efficiency of the service.
* Ensure that improvement projects/programmes are underpinned by the principles, outcomes and values of the Lambeth Living Well Alliance
* Ensure that co-production is at the centre of service redesign and improvement
* Provide Quality Improvement coaching to support staff development in delivering on improvement projects
* Evidence improvement through high quality report writing that demonstrates achievements against Alliance outcomes

**3. Governance**

* Ensure that the governance requirements of the Alliance Partners are implemented and fully evidenced to provide assurance, this will include: regulatory and statutory duties, quality priorities, Alliance outcomes framework, health & safety and information governance
* Implement and maintain systems of assurance that provide evidence for safety and quality across the centre.
* Work in partnership with professional leads to ensure that high standards are maintained throughout the service.
* Implement and monitor devolved management agreements with the Alliance partners, recognising successes and resolving challenges.
* Ensure investigations relating to complaints, near misses and critical incidents are carried out in accordance with the relevant partner’s policies and procedures.
* Ensure transparency about all operations of the centre, escalating risks and mitigation to relevant partner organisations and senior managers.

**4. Workforce and Leadership**

* Fully implement the Alliance workforce strategy and the workforce priorities of the Alliance partners, to include: professional requirements, supervision, staff wellbeing, personal development and training requirements
* Engender a culture across the centre that abides by the Alliance’s principles and values
* Ensure that systems are in place to support and supervise the delivery of safe, effective care and support to all staff.
* Ensure that centre leaders are managing staff in accordance with their employer’s policies in regard to recruitment, capability/performance, absence and conduct
* Create and embed a culture of learning and development that strives to meet the outcomes that matter the most to people using the centre
* Effectively manage the centres resources to safely and effectively meet need
* Provide accountable and reflexive leadership for all aspects of the centres operations and future development, seeking support for activities that will require a co-leadership approach from relevant Alliance Partners
* Facilitate shared leadership across the centre to support delivery and improve safety and quality.
* Deliver on local recruitment and retention plans, ensuring that staff are supported at work and given opportunities for development to support future succession planning
* Commit to undertaking opportunities and activities that support the post-holder’s knowledge, skill and attitude as a leader of a complex care system

**5. Performance & Finance**

* Ensure that the centres effectively manages demand and capacity, implementing mitigation plans when the system is challenged
* Deliver on the centre’s annual objectives as set by the Alliance Management Team and relevant Alliance partner requirements
* Ensure that information requirements are adhered to and effectively use the centre’s performance data to manage service delivery
* Ensure that information is collected to demonstrate the centre is meeting the Alliance Outcomes
* With appropriate support, develop business cases that support future service delivery and efficiency
* Ensure information is readily available to support Quality Improvement activities
* Lead on the local finances of the centre, ensuring end of year cost neutral position, implementing recovery plans where this is not the case
* Optimise financial resources to ensure safe and effective service delivery
* With the support of the Alliance Operations Team deliver on required savings plans

**Personal Specification**

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| **Knowledge, Skills, Experience and Qualifications** |
|  | 1. Excellent leadership and management skills including the ability to set objectives monitor and respond to information to improve delivery and achieve targets.
2. Experience of demand management, working with staff to identify and implement new ways of working to support flow.
3. Experience of performance reporting.
4. An understanding of coproduction
5. An understanding of an outcome-based approach
6. An understanding of the recovery model.
7. Ability to manage and lead staff during a period of continuous change, ensuring the team delivers a strategically relevant service.
8. Experience of establishing good working relationships with service users and colleagues and managing and sustaining relationships with a wide range of clinical, social care and primary care teams, commissioners, community groups, and other organisations.
9. A depth of understanding of services and mental health which is based either on your own personal experience and/or professional work experience, which could be on voluntary basis.
10. Understanding of statutory and regulatory duties and able to evidence meeting these requirements.
11. Demonstrate substantial experience in managing and leading services that meet the needs of people with complex needs
12. Knowledge and understanding of financial controls and budgeting processes and the ability to manage a devolved budget.

 1. Ability to innovate and work with people to identify creative and effective solutions to meet performance.
2. Ability to work independently using own initiative whilst remaining accountable to line management.
3. Understanding of the importance of supportive relationships and the development of resilience to achieve recovery.
4. Excellent written and verbal communication skills.
5. Honesty, reliability and flexibility.
6. Working towards a management qualification
7. Education to a graduate level or hold a professional health or social care qualification
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**Competency Framework**

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| **Core Management Competencies**  |
| *Attributes/behaviours the role holder must possess to be successful in the role* |
| Management | * Ability to lead a significant programme of change
* Establish clear priorities and objectives
* Ability to review, monitor and evaluate service performance
* Ability to identify variance and agree recovery plans with stakeholders to remedy under performance.
* Ability to produce relevant reports to support the above.
* Manages risks effectively and sensibly
* Understands the success and development of The Living Well Network depends on working as a whole team
* Able to represent the Living Well Network effectively to all internal and external stakeholders
* Work in partnership with others and service users
* Portray programmes in a positive light
* Evidenced ability to meet statutory and regulatory requirements
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| Clarity of Purpose  | * Can understand and communicate coproduction principles and be able to apply them
* 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
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| Managing Change and Innovation in a coproduced manner | * Anticipates the need for change and gets others on board
* Responsive, flexible and optimistic
* Communicates change positively
* Produces and encourages innovations and improvements in systems and practices
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| Leadership | * 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
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| Managing Others | * Provides constructive feedback on performance; coach and develop 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
* Promote openness and discussion and encourage others to contribute ideas to improve the performance of self, others and the organisation
* Use informal and formal procedures sensitively and appropriately
* Sees conflict as normal and healthy and effectively manages disagreements and differences of opinions
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| Managing and Developing Self | * Self-aware and reflective
* Emotionally resilient and able to develop ways to manage stress and the pressure of the job
* Able to manage 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 (and clinical) development needs
* Assesses and continually develops own competence, seeking and accepting feedback from others
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