Appointment of
Service Manager
Adult Services
(Learning Disability, Mental Health & Out of Hours)
Pembrokeshire County Council

Appointment of Service Manager – Adult Services (Learning Disability, Mental Health & Out of Hours)

Background information for applicants
Appointment of:

**Service Manager**

**Adult Services**

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Appointment of Service Manager – Adult Services
(Learning Disability, Mental Health & Out of Hours)
Background information for applicants
Thank you for your interest in the position of Service Manager – Adult Services (Learning Disability, Mental Health and Out of Hours)

This brochure has been designed to introduce prospective applicants to Pembrokeshire County Council, and its Adult Care Division in particular. It also contains important information on the culture of the organisation, the role of Service Manager and the profile of the person we are seeking to appoint, as well as the pay and benefits package offered.

We hope you find the brochure informative and the vacancy an enticing career opportunity.

If you require any further information, please do not hesitate to contact Jason Bennett, Head of Adult Care, on 01437 776588, or e-mail Jason.Bennett@pembrokeshire.gov.uk
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Introduction

Dear applicant,

Pembrokeshire is a great place to live and work. It also has some of the most beautiful coastline, and housing that is still relatively affordable. However, if you are looking for semi retirement or a place to wind down then this is not the job for you!

We are looking for a service manager who is enthusiastic, committed and has positive ambitions for adults in particular people who have learning disability or have experienced a period of poor mental health. If this is you, then this is the right time to join Pembrokeshire. We are seeing increasing numbers of older people, a rise in numbers of people with dementia, plus growing numbers of people with multiple and profound disabilities.

We want to modernise our social care services, making them fit for the 21st century, giving people choice and control, building our community resilience and reducing dependency on the council for providing services. We believe we are well placed to motivate and transform the way we work. Working closely with the health board we have an ambitious transformation programme underway for both our mental health and learning disability services and we are seeking a forward thinking person to work with us to develop the future service models and to make a real difference to people’s lives. You will also lead on our out of hours arrangements for social care and help us to develop new initiatives to work with people outside of traditional working hours.

The Service Manager is a key post in the directorate. You will need to work very closely with Health partners, our Strategic Commissioning and Children’s Services in developing new and innovative responses to meet the challenges we face. This is an exciting opportunity to help create a new culture and be part of a new team transforming services in the county.

Jason Bennett
Head of Adult Care
1 Pembrokeshire

Pembrokeshire is one of Britain’s special places, combining some of the most spectacular coastal scenery with a unique cultural heritage. Nearly a third of the county is in the Pembrokeshire Coast National Park – the only coastal national park in the country, and its numerous beaches are renowned as being amongst the finest anywhere. This all makes it a particularly attractive and satisfying area in which to live and work.

The county has a resident population of about 122,000, which increases very considerably throughout the summer months through tourism. It is essentially rural in character, with the largest centres of population being Haverfordwest (the county town), Tenby, Milford Haven, Pembroke and Pembroke Dock and Fishguard, together with the smaller town of Narberth. The towns are quite distinct with their own character and identity. In the countryside there are many attractive villages.

As well as its natural beauty, the county has a considerable historical heritage, most obviously reflected in the castles dotting the landscape, and in the cultural contrast between the south and north.

The economy of Pembrokeshire includes its thriving tourism sector, which has seen a significant expansion in recent years. Agriculture also remains an important feature of the rural economy. As one of the finest deep water harbours in the country, the Milford Haven estuary is an important centre for the energy industry, with facilities for oil refining, storage and distribution. It has recently seen further investment with the commissioning of two major facilities for the importation of liquified natural gas, and a new gas-fired power station. As well as the industrial presence, the estuary is also a popular area for leisure activities including yachting and watersports.

For many people, Pembrokeshire holds a strong attraction as a place to live and work; their reasons for this can probably be summed up in one phrase – quality of life.
2 Pembrokeshire County Council

2.1 Overview

Pembrokeshire County Council is a unitary (i.e. all purpose) local authority established under the re-organisation of local government in Wales, and came into operation in April 1996.

The Council comprises 60 elected members, and has adopted the Leader and cabinet model of governance. The Independent Plus Group, with 31 seats, enjoys overall control. A diagram illustrating the Council’s democratic structure is shown at appendix 1(a).

Employing over 6,000 people, the authority delivers a wide range of services and functions and is currently organised into five directorates, plus central support services. A diagram illustrating the Council’s organisation structure is shown at appendix 1(b). The Authority has a gross revenue budget of £332m and a capital programme of £53.5m.

As an organisation, the Council has a clear sense of purpose:

To ensure that Pembrokeshire is prosperous and that it remains vibrant and special

Our work towards this goal is underpinned by three principles:

Customer focus: our customers are the reason we exist. We aim to satisfy their reasonable expectations and deliver services in ways that are convenient for them. Our job is to make life easy for our customers; wherever possible we will avoid repeating requests for information and ensure that their demands for service are not needlessly passed around the organisation.

Value: we manage our budget carefully and have a track record of delivering high quality services whilst ensuring that council tax levels are well below the average for Wales. We have achieved this by making prudent choices, by living within our means and by stripping out unnecessary process and waste.

One team: Pembrokeshire County Council is a large organisation delivering a diverse range of services. Our management structure reflects this complexity. We work hard to ensure that internal divisions do not inhibit our ability to deliver a joined up service to the customer. We work as one organisation; taking collective responsibility for our actions, sharing problems and working across internal boundaries to deliver appropriate solutions.
2.2 Management

Management of the organisation is co-ordinated by the Corporate Management Team, comprising:

Chief Executive: Ian Westley

Director for Social Services and Leisure: Jonathan Griffiths

Director for Children and Schools: Kate Evan-Hughes

Director of Development: Steven Jones

Director of Transportation, Housing and Environment: Vacant

Chief Finance Officer: Jon Haswell

The Corporate Management Team is responsible for implementing the strategic objectives of the organisation, providing management direction and ensuring that a corporate focus is brought to bear on all significant management issues and problems.

2.3 Culture

There is a strong emphasis on developing corporate team working at all levels in the organisation as opposed to working within traditional functional boundaries. To support this ethos, careful thought has been given to defining the organisation’s culture and the standards and behaviours expected of a ‘Pembrokeshire Manager’. The documents shown at appendices 3 to 5 articulate this theme.

We will be particularly interested to meet applicants who can demonstrate that they share our values, and have an affinity with our organisational culture and managerial style.
3. The Adult Care Division: Overview

3.1 The Adult Care Division forms part of the Social Services and Leisure Directorate, alongside Children’s Services, the Joint Commissioning team and the Leisure Services Division. A diagram illustrating the management team is shown at Section 6.

The services for which the Division is responsible can be listed as follows:

- Assessment and Care Management, through the following teams –
  - First Contact (Joint discharge and professional helpdesk)
  - Managed Care
  - Occupational Therapy
  - Learning Disability
  - Mental Health and Substance Misuse

- Provider services for residential, Day Opportunities and Domiciliary Care

- Out of Hours

3.2 The Division’s remit is to promote independence, prevent dependency and safeguard vulnerable adults from abuse. It aims to ensure that those who need social care or support during a crisis because of their age, long term health or disability, or because they are caring for others, receive the support they need to regain their independence. For those who have ongoing needs for social care, that support should also promote their independence and preserve their dignity.
3.3 Service delivery is underpinned by a vision of one service owned by all, with each staff member taking responsibility for their contact with customers, being responsive to them and operating to the following principles:

3.3.1 People are safeguarded
3.3.2 A single point of contact for all
3.3.3 Early intervention and prevention, hearing the customer voice, listening and acting with good professional information and advice
3.3.4 A single customer record, with ‘real time’ recording
3.3.5 Working as one team, aiming to get things right first time with handovers managed sensitively. Undertaking today’s work today.
3.3.6 Delivering in partnership with the NHS and others where appropriate
3.3.7 People with specialist needs are supported by appropriately skilled staff
4 Pay and benefits

The terms and conditions of employment for this post will be those contained in the collective agreement laid down by the Joint Negotiating Committee for Chief Officers of Local Authorities. The main conditions are as follows:

Salary

The post carries the salary Grade 12, scalepoints 49-52 which covers the consecutive points on the national pay spine with current values as follows:

49: £43,821 per annum
50: £44,708 “
51: £45,633 “
52: £46,532 “

The starting salary of the successful applicant will be one of the points shown, with progression through any remaining points being by way of annual increments payable on 1st January. Nationally negotiated pay awards are usually operative from 1st April annually.

Car Loan

The postholder will be eligible to make an application under the salary sacrifice scheme from a provider recognised by Pembrokeshire County Council.

Annual leave

The basic entitlement is 25 working days increasing to 30 working days on completion of 5 years continuous local government service. In addition, there are 8 bank holidays per annum.

Pension scheme

The employment will be pensionable in accordance with the provisions and regulations of the Local Government Pension Scheme (LGPS), the nationwide pension scheme for people working for local Authorities.

The LGPS is a career average re-valued earnings defined benefit pension scheme. Employee contribution rates are related to earnings, within a range from 5.5% to 12.15%.
As your employer, the Council will also contribute to the scheme at a current rate of 14.7%. Pension build up is at a rate of the 1/49th of pensionable earnings per year of scheme membership.

The scheme is a valuable part if the regard package providing for an index linked pension in retirement, as well as other benefits such as life cover and benefits for your dependents. Full details of the LGPS can be found at www.LGPS.org.uk

Other benefits

- Child care voucher scheme (via a ‘salary sacrifice’ arrangement)
- Cycle to work scheme (via a ‘salary sacrifice’ arrangement)
- Discounted membership of Pembrokeshire Leisure Centres
- Occupational Health Service and employee assistance scheme.

Place of work

The post is based at County Hall, Haverfordwest.

Relocation assistance

The Council will provide financial assistance of up to £7,000 to defray costs incurred in relocating your household to Pembrokeshire, in appropriate cases. Full details of the Council’s relocation scheme are available on request.
5 Appendices

Appendix 1 Organisational Culture

Appendix 2 The Pembrokeshire Manager Standard

Appendix 3 People who Work for Pembrokeshire

Appendix 4 Senior Management Structure
# ORGANISATIONAL CULTURE & MANAGERIAL STYLE

## The Standard

<table>
<thead>
<tr>
<th>No.</th>
<th>Standard</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Working together</td>
<td>We all work for the same organisation. We must not work or plan in isolation as our plans and actions have consequential effects on other services. We need to develop the culture of joint working across Functions, wherever possible.</td>
</tr>
<tr>
<td>2</td>
<td>Promulgate clear values and seek active leadership</td>
<td>Each department should be aware of its image: what it stands for and in what it takes pride. There must be clear values throughout the Council’s organisation. Morale is maintained by direct communication of such values. All should work for the corporate good, which takes precedence over departmental matters.</td>
</tr>
<tr>
<td>3</td>
<td>Partnership with others in the community</td>
<td>The aim is to work with voluntary and other interest groups in the County in order that focused and needed services are provided efficiently.</td>
</tr>
<tr>
<td>4</td>
<td>Bias for action</td>
<td>If you have a problem - fix it fast. Be task driven; achieve a positive result by a certain date. Take a strategic view, reflect on how the solution fits into the corporate whole. If the problem is wide-ranging get together just as many as are necessary to identify, prioritise and resolve the matter. (ie for robust solutions, not perfect ones. Do something; take responsibility)</td>
</tr>
<tr>
<td>5</td>
<td>Use time effectively</td>
<td>Attention must be given to the effective use of scarce resources, particularly time. We do not have to pursue the unattainable. Results are important. Have the right attitude.</td>
</tr>
<tr>
<td>6</td>
<td>Stick to what we are best at; experiment selectively in small steps</td>
<td>The best of our reputation springs from what we do well. Concentrate on delivering what we are good at and make it even better. Identify activities that need to change. Build a reputation as a well functioning Authority with ‘good practice’ standards. Be innovative and seek for improvements in service.</td>
</tr>
<tr>
<td>7</td>
<td>Respect the individual and seek productivity through people</td>
<td>The theme should be to delegate, to trust and to develop others. Wisdom and capability does not only reside in councillors, Directors or Chief Officers. Good managers develop employees and learns to meet business objectives and to communicate effectively. Inspire confidence. Move responsibility down; bring employees together.</td>
</tr>
<tr>
<td>8</td>
<td>Promote authority and entrepreneurship; recognise the risks</td>
<td>Progress depends in the main upon small steps forward. These steps depend on each person being free to contribute. Initiative is not related to rank. All contributions are to be taken into account. It is acceptable to fail (but not too often and not the same mistake). Keep things simple. Creativity encouraged, risk factors measured. It is not necessarily the obvious or the traditional that should be achieved.</td>
</tr>
<tr>
<td>9</td>
<td>Keep close to our customers</td>
<td>Pay maximum attention to the main users of Council services - the public. Develop a service provision parallel to the best in private commerce and industry. Communicate freely, not defensively. Follow up swiftly; care. Listen to what people think of us; act. Do not make unrealistic promises to customers, but do what you say you will.</td>
</tr>
<tr>
<td>10</td>
<td>Lean staff; keep it simple</td>
<td>Working Chief Officers. No deputies. Planning to be uncomplex (one side of A4). Keep paperwork to a minimum. Working groups across departments to be ‘task and finish’. Shallow hierarchy. Direct access across the Authority, not exclusively up and down the hierarchy. Co-operation Performance champions; leading by example.</td>
</tr>
<tr>
<td>11</td>
<td>Keep to the centre only that which is necessary; trust!</td>
<td>The balancing act - to simultaneously achieve a loose grip at the centre so that managers can manage, while keeping a tight grip on those sensitive issues which must be controlled from the centre. ‘Centralism’ is debilitating and harmful, irrespective of whether it is in the form of: committees seeking to control sub-committees and departments, central departments controlling service departments; senior officers controlling line managers.</td>
</tr>
<tr>
<td>12</td>
<td>Business-like activity</td>
<td>Exercise of sound judgement. Reasons given; supported by fact. Activity to be viable. Would you spend the same if it were your money? Continuous improvement.</td>
</tr>
</tbody>
</table>
A PEMBROKESHIRE MANAGER STANDARD

A Pembrokeshire Manager:

**Understands the organisation**
- Sees their team as part of ‘the big picture’ and works effectively with other teams to benefit the whole organisation
- Shows sensitivity to the internal and external politics that impact on their area of work
- Accepts that some decisions and ways of working are for the good of the organisation and its customers and communicates this positively to the team
- Looks inside and outside the organisation for examples of best practice and seeks out opportunities to work collaboratively

**Delivers results and quality services:**
- Finds out what customers need and responds with service improvements
- Sets and communicates clear goals and deadlines and then manages the team to achieve these
- Plans work and the use of resources so that people in their team can deliver quality results
- Presents information clearly, concisely, accurately and in a way that promotes understanding
- Makes and implements informed and timely decisions even when it’s difficult or unpopular

**Builds positive relationships:**
- Communicates clearly and listens to others, adapts style to suit the situation and the people
- Is open and honest and sensitive to people’s needs
- Is visible, accessible and approachable
- Treats people fairly, consistently and with respect
- Deals with performance issues, resolving them directly with the people concerned
- Takes prompt action to deal with conflicts which team members are not able to resolve themselves

**Empowers, motivates and develops others:**
- Identifies learning needs, supports and encourages team members to develop their skills, experience and potential
- Delegates work and responsibility appropriately
- Gives regular constructive feedback on team and individual performance
- Trusts team members to get the job done and in turn engenders trust and respect
- Recognises achievements and publicly shares credit with the team

**Manages resources and risk:**
- Provides value for money services and achieves outcomes despite changes in resources and priorities
- Operates within agreed budgets. Asks ‘if this was my money would I spend it this way’
- Ensures that staff have the right equipment, in the right place, at the right time
- Looks at their service with a critical eye, gathers, analyses and evaluates data and uses this information to shape their service
- Takes calculated risks based on sound analysis of information and supports staff to do the same

**Promotes innovation and manages change:**
- Recognises when something needs to change, finds and introduces better ways of working
- Takes ownership of problems and steers their team to solve them
- Embraces change and sets out a vision for the change that others can buy into
- Involves the team in decisions that affect them, seeking contributions and listening

**Is self aware:**
- Is a role model, leads by example, demonstrates drive, commitment and enthusiasm
- Considers the impact of own actions on others
- Finds ways to overcome obstacles with a positive ‘can-do’ attitude
- Exercises self control and emotional resilience when faced with challenging situations

**Is focused on their own development:**
- Shows awareness of own strengths and limitations and is always learning and developing
- Admits when they don’t know something and asks for help or seeks support
- Learns from things that did not go to plan and uses the experience to get it right next time

Appendix 2
## Appendix 3

### PEOPLE WHO WORK FOR PEMBROKESHIRE

<table>
<thead>
<tr>
<th>Are people who . . .</th>
<th>Are not people who . . .</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work together to help the team succeed</td>
<td>Trample over others to succeed</td>
</tr>
<tr>
<td>Trust and respect each other</td>
<td>Think that ‘other people’ don’t do their job properly</td>
</tr>
<tr>
<td>Share information with others (because they are part of a team)</td>
<td>Keep secrets (because information is power)</td>
</tr>
<tr>
<td>Benefit from other people’s strength and support</td>
<td>Always know best and work alone</td>
</tr>
<tr>
<td>Talk to each other</td>
<td>Aren’t interested in what other people have to say</td>
</tr>
<tr>
<td>Share the credit when things go well</td>
<td>Take the credit when things go well and blame others for failures</td>
</tr>
<tr>
<td>Look for ways to do things better</td>
<td>Come to work today to do exactly the same as they did yesterday</td>
</tr>
<tr>
<td>Make time to think things through</td>
<td>Rush from crisis to crisis, because ‘fire fighting’ is all there is time to do</td>
</tr>
<tr>
<td>Enjoy working with new ideas</td>
<td>See change as a threat</td>
</tr>
<tr>
<td>Take responsibility for their mistakes and learn from them</td>
<td>See mistakes as failure, so cover them up or blame someone else</td>
</tr>
<tr>
<td>Realise it’s O.K. to be stuck and ask for help</td>
<td>Pretend they know what they’re doing and hope no-one finds out</td>
</tr>
<tr>
<td>Find ways to keep it simple</td>
<td>Do things the way they have always been done even when it doesn’t make sense</td>
</tr>
<tr>
<td>See themselves as part of Team Pembrokeshire</td>
<td>Only focus on their own section or department</td>
</tr>
<tr>
<td>Support other departments when they can</td>
<td>Criticise other departments</td>
</tr>
<tr>
<td>Are customer focused</td>
<td>Believe that the job would be much easier if customers didn’t get in the way all the time</td>
</tr>
<tr>
<td>Believe that managers are working as hard as they are to achieve success</td>
<td>Blame managers for everything</td>
</tr>
<tr>
<td>Know that Pembrokeshire County Council is one of the most proactive, forward looking and financially sound Local Authorities in Wales</td>
<td>Believe that Pembrokeshire County Council is a large bureaucratic dinosaur which is doomed to failure</td>
</tr>
</tbody>
</table>
Appendix 4

SOCIAL SERVICES AND LEISURE DIRECTORATE

Organisation Structure
Senior Management Team

Director of Social Services and Leisure
Jonathan Griffiths

Head of Joint Strategic Commissioning
Christine Harrison

Head of Children's Services
Diane Beacraft (interim)

Head of Adult Care
Jason Bennett

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