

Job Title:	Service Manager	
Service:	Central & West Lancashire MHST	
Reports To:	Assistant Director - Operations	
Band	Clinician Scale D	

Service Overview:

This is an exciting opportunity for a Service Manager to implement, develop and lead our new service; Central and West Lancashire Mental Health Support Teams (MHSTs) comprising three MHST teams in Central and one team in West Lancashire. MHSTs will ensure CYP access the right early help, in the right setting removing duplication and preventing CYP/families being 'bounced' in-between services.

The service will support children, young people and families providing extra capacity for early intervention support within school and college settings. The three core elements that the MHSTS will provide are:

- Evidence based interventions for mild to moderate mental health and emotional wellbeing issues
- Support designated senior mental health leads in each setting
- Provide timely advice to school and college staff

The service will develop innovative methods to make a real difference to the lives of young people in Central Lancashire.

Service Structure:

The Central and West Lancashire MHST Service consists one integrated skill mix team located in one central administrative hub in Leyland. The Service Manager is supported by a Senior Administrator, and four Team Leaders who provide oversight and local leadership to the skill mix team.

The Skill mix team consist of a variety of professionals such as trained specialist supervisors, specialist technical roles, and trainee EMHPs. The Senior Administrator oversees the co-ordination and day to day running of the service and hub. Specialist supervisors come from a wide range of professional backgrounds working with children and young people in the community.

The team will adopt corporate working; conducting appointments with children, young people, families and educational settings across the county.

Job Role Purpose:

The role comprises recruiting to key roles as well as leading and managing the team, directing and enabling others to deliver positive outcomes for children, young people and families.

They are responsible for the strategic and operational leadership of the Central and West Lancashire MHSTs Service ensuring the service is delivered to the contract aims and objectives. The Service Manager is accountable for all areas of service delivery and development spanning: contract and risk management; people management; clinical governance; health and safety; financial and resource management; business development; stakeholder engagement and performance management. Safeguarding will be an integral aspect of the role.

Key Duties and Responsibilities:

1. Service Delivery

- 1.1 Lead on the service design and implementation of the MHSTs across Central and West Lancashire.
- 1.2 Lead responsibility for the formation and delivery of the annual Service Development Plan using internal and external data sources to evidence need and set priorities for the forthcoming year.
- 1.3 Lead responsibility for service risk register and is able to identify, manage and mitigate risks including communicating with line manager and Commissioners as and when appropriate.
- 1.4 Oversee the development and review of written Service Level Agreements and Joint Working Agreements with priority partner agencies including the provision of data exchange agreements and formalised care pathways.
- 1.5 Lead responsibility for performance management; ensuring effective use of locally agreed management information systems and establishing local recording and reporting systems.
- 1.6 Lead responsibility for ensuring that service user data is diligently collected and recorded so that the effectiveness of the pilot can be comprehensively evaluated, and that specific performance data meets reporting requirements.
- 1.7 Lead on the production of quarterly monitoring and annual reports.
- 1.8 Ensure operational and strategic representation on key sub-groups and multi agency forums across Central and West Lancashire to raise the profile of the service and its aims and objectives contributing to the wider strategic needs assessment processes.
- 1.9 Ensure compliance with Compass governance frameworks, policies and procedures including: Staff Governance; Clinical Governance; Information Governance; and Financial Governance.
- 1.10 Lead responsibility for ensuring safe systems at work through the application of Compass Health and Safety policies and procedures.
- 1.11 As a budget holder, ensures adherence to Compass Corporate Procedures including Standing Orders, Financial Procedures and Scheme of Delegation.

- 1.12 To maintain a high profile, being highly visible, accessible and approachable to staff, children and young people, stakeholders and the public to ensure that open and honest communication channels are created and sustained.
- 1.13 Take a strategic lead in developing the team taking a whole school perspective and planning ahead in order to future-proof capacity and effectiveness.
- 1.14 To lead in the development and review of the MHST Schools provision and related policies and protocols as the lead and manager of the service.
- 1.15 To ensure the delivery of the service within a safeguarding children framework.
- 1.16 Ensure Compass policies re: Confidentiality and Consent are effectively communicated to children, young people and families.
- 1.17 Ensure children, young people and families are actively involved in the delivery of care.
- 1.18 To ensure the provision of highly specialised and consistent clinical care packages; including minimisation of risk of harm across the service, maintaining an overview of the standards of care being delivered and instigating remedial action if necessary and in accordance with current legislation and Compass' policy and procedure.
- 1.19 Be a source of child mental health knowledge and expertise and be able to provide direct support and guidance to Educational Mental Health Practitioners in their day to day management of young people that may present with psychological and mental health problems.
- 1.20 To monitor all clinical incidents within defined area, observing for trends and need for service or staff development and working with senior leads to inform strategy and service development improvements.
- 1.21 To work with relevant senior leads in assessing the clinical skills required to deliver a safe and high quality service, identifying gaps and supporting developing programmes to address these issues.
- 1.22 Develop a planned programme of clinically appropriate, evidence-based interventions for individuals / family's / groups as appropriate.
- 1.23 Provide specialist training both internally and externally.
- 1.24 Ensure evidence-based practice in all clinical work and promote the evidence base in area of specialist expertise.
- 1.25 To build capacity and skills in both clinical and non-clinical staff that the service has contact with.
- 1.26 To develop and deliver training packages to key partner agencies and stakeholders to support the development and implantation of the MHST in schools

2 Leading and Managing People

- 2.1 Lead and direct the local management team consisting of Team Leaders, Supervisor/Specialist Practitioners and Senior Administrator to ensure the safe, effective and person-centred delivery of a cohesive service.
- 2.2 Line manage Team Leaders, Senior Administrator and other staff where appropriate in order to deliver results; inspiring others to be solution focused in their everyday leadership; management and approach.
- 2.3 To provide clinical managerial and safeguarding supervision as required to other members of the team
- 2.4 Effectively manage the performance of staff ensuring that policies and procedures are followed and best practice is maintained.
- 2.5 To act as a coach; mentor and resource to staff. To guide and support developmental projects and advise on further resources as appropriate.
- 2.6 Ensure a corporate working approach is achieved and sustained across all skill mix teams.
- 2.7 Provide assurance that supervision standards are met and ensure data collection accurately reflects activity.
- 2.8 Undertake appraisal in direct line management and ensure all team members have access to and undertake annual appraisal in line with Compass policy.

3 Develop effective relationships

- 3.1 To be a 'champion' of multidisciplinary and multi-agency working, ensuring strong working relationships with partner agencies.
- 3.2 Lead and develop a cohesive team that works effectively together to find solutions.
- 3.3 Be a proactive member of the wider Compass management team and reflect Compass' values
- 3.4 Actively works towards developing and sustaining effective working relationships with partner agencies in accordance with Joint Working Agreements/Service Level Agreements.
- 3.5 Build strong links with key departments within Compass and develop key relationships with colleagues in other services.
- 3.6 Take ownership and actively contribute to the development of sustainable partnerships, care pathways and shared expertise through the Compass specialist themed lead function.

4 Managing Self

- 4.1 Prioritise own workload within agreed objectives using your own initiative.
- 4.2 To receive regular supervision in accordance with professional guidelines.
- 4.3 Take responsibility for own learning and professional development in line with Compass' Learning and Development framework.
- 4.4 In conjunction with your line manager, take responsibility for shaping and directing your assigned specialist themed lead area of work and supporting others in the development of their themed area.
- 4.5 Take responsibility for your own and others' health and safety in the working environment.
- 4.6 Promotes equal opportunity and diversity within Compass.
- 4.7 Ensure that confidentiality is upheld at all times in line with Compass policy.
- 4.8 Ensure safeguarding responsibilities are delivered in line with role and competency level.
- 4.9 Works in accordance with Caldicott principles and Data Protection principles and adheres to all relevant Compass policies, procedures and guidelines.
- 4.10 Maintain accurate records in line with the Compass policies and procedures.
- 4.11 Skilful at managing conflict that may arise whilst working on behalf of Compass.
- 4.12 To act as a role model in applying good infection prevention and control policy and practice within Compass.

In addition to these functions the post holder is expected to:

Carry out other duties as may be reasonably expected in accordance with the responsibilities/competency level of the post.

Key Working Relationships:

The post holder is required to build effective operational and strategic sustainable partnerships with key senior stakeholders. Whilst not an exhaustive list, key relationships include:

- Service Commissioners
- Local Safeguarding Children Boards and Adult Safeguarding Boards
- School Heads, Deputy Heads and senior mental health leads within education
- Children, Young People and Adult Mental Health Services
- School Nursing
- Youth Offending

- Managers within Children and Family services
- Primary care services
- Sexual health and substance misuse services
- A&E, paediatricians and managers within acute services
- Youth Council and other children, young people and parent forums.

Financial Responsibilities:

Set and manage the Service's annual budget and contribute to forecasting and financial risk management in conjunction with Director of Finance and Assistant Director - Operations.

People Responsibilities:

The post holder has overall responsibility for a team of approximately 30 staff at any one time taking into account non-paid roles and student placements. The Service Manager will have direct line management responsibility for the Team Leaders and Senior Administrator within the service.



PERSON SPECIFICATION – SERVICE MANAGER MHST

	Essential	Desirable
QUALIFICATIONS	<ul style="list-style-type: none"> • Relevant degree e.g. in health or social care • Evidence of continuing professional development • Management/Leadership qualification e.g. NVQ Level 5 or equivalent experience 	<ul style="list-style-type: none"> • Qualified in core profession such as Mental Health Nurse (RMN), Mental Health Practitioner, Clinical Psychologist, Occupational Therapy, Social Work or creative therapies e.g. Art Therapy • Relevant masters or post graduate qualification • Project Management or business qualification e.g. PRINCE 2 • Relevant post graduate qualification in Mental Health related field • Level 4 or above qualification in CBT • Certificate in Supervision
KNOWLEDGE & EXPERIENCE	<ul style="list-style-type: none"> • Relevant post qualification experience • Previous experience leading a service comprised of clinicians delivering evidence-based interventions in a community service • Significant experience of working within services which provide psychoeducational and psychological interventions to CYP 	<ul style="list-style-type: none"> • Previous experience leading a service comprised of clinicians and mental health professionals delivering evidence-based interventions in a community mental health service • Experience of implementing a new commissioned service • Experience of leading a service/team of people as

	<ul style="list-style-type: none"> • Experience of working in partnership with education (schools, PRUs, Special schools, FE colleges) and/or statutory services • Knowledge of national policy and guidance relating to public health and early intervention such as Future in Mind 	part of a wider system change
Contract Management	<ul style="list-style-type: none"> • Held lead responsibility for service delivery against contract KPIs and service level agreements • Management of contract(s), services and teams balancing delivery, resources and finance against KPIs • Provided strategic oversight as well as having responsibility for operational delivery • Experience of working with multiple funders and commissioners to meet service specification/s 	
People Management	<ul style="list-style-type: none"> • Leading and directing a skill mix team that is made of different roles and competency requirements • Managing organisational change and transition • Performance management of individuals and teams 	<ul style="list-style-type: none"> • Managing teams on a multi site/remote basis • Creating an environment and culture of experiential learning and innovation • Experience in coaching and/or mentoring

Clinical Governance	<ul style="list-style-type: none"> • Experience of working within quality assurance and clinical governance frameworks to ensure services, systems, standards of care and practice are safe and effective • Implementing new models of delivery/products/initiatives and dissemination of learning and best practice • Experience of delivering evidence based interventions and approaches with children and young people across a variety of care settings • Understanding and practical application of the safeguarding agenda via policy, procedure, supervision and practice • Experience of leading on developing, delivering and evaluating evidence based holistic care packages. 	<ul style="list-style-type: none"> • Evidence of experience in completing specialist mental health assessments and formulation • Experience of facilitating reflective practice teaching and training • Experience of working with children and young people, families and carers within a mental health setting • Experience in the delivering and facilitation of specialist 1:1 and group supervision supporting the delivery of evidence-based assessment and approaches • Experience of working within an environment that drives forward continuous improvement
Service Development & Liaison	<ul style="list-style-type: none"> • Evaluating and analysing activity data to develop future service delivery and planning • Managing effective contractual and partner relationships • Working with service users and key stakeholders to shape design, delivery, development and ensure continuous improvement 	<ul style="list-style-type: none"> • Experience of managing and/or leading on service developments.

Finance/Resource Management	<ul style="list-style-type: none"> • Effective budget and resource management • Experience of meeting targets and deadlines within financial and contractual constraints 	
SKILLS & APTITUDE	<ul style="list-style-type: none"> • Demonstrate leadership and the ability to delegate and supervise staff whilst being an effective role model • Recognition and escalation of risk, contributing to control measures • Planning workload, time management • Work under pressure and able to manage changing priorities • Understand need for evidence and statistical data collection, and achieving targets • Ability to write formal performance monitoring reports • IT skills • Team player and a dynamic personality • Multiagency/disciplinary working • Excellent communication (written and verbal) and inter-personal skills • Innovative practice and ability to influence others • Ability to analyse, evaluate and rationalise data and enable progressive models of delivery and intervention 	

	<ul style="list-style-type: none"> • Visionary approach to managing change and transition • Self aware; positive attitude; flexible and adaptable; solution and business focused; and tenacious • Has a strong degree of personal integrity • Ability to assertively engage young people, families and carers 	
OTHER	<ul style="list-style-type: none"> • Able to work all year round and flexibly as part of a team to best meet business need • Possession of full UK driving licence and access to vehicle 	