



## **JOB DESCRIPTION – Housing First / Housing Services Team Leader**

<b>JOB TITLE:</b>	<b>Housing First / Housing Services Team Leader</b>
<b>REPORTS TO:</b>	Head of Housing and Support Services
<b>LOCATION:</b>	Cork Simon Community South East Service Locations Waterford Integrated Homeless Services Centre
<b>DATE OF JOB DESCRIPTION:</b>	May 2019

### **Purpose of the Post**

To provide leadership to developing and sustaining a service designed to assist staff to support service users to resolve their problems and live a good quality life. To assist Service Manager to develop and evaluate service plans to ensure services are delivered in line with changing national and regional policies, inclusive of the operational plans of HSE- Social Inclusion/Primary Care & South East Homeless Action Plans requirements to address the needs of service users are met.

To take a lead role in the quality management and development of Cork Simon's services in the South East, including responsibility for interagency collaboration with statutory and voluntary service providers, oversight of acquisition of housing units, supervision and line management of existing and developing services including Housing First and Homelessness Prevention, and oversight of property and tenancy management.

Manage the housing first project workers in implementation of Care & Case Management based on the HSE National Drugs Rehabilitation Framework and facilitate the provision of care and support with a health and social care setting. To develop and sustain a service that effectively and efficiently delivers high quality personal outcomes for service users.

The Team Leader will be responsible for delivering practice supervision to colleagues on the South East services team and will play a key role in recruiting, mentoring and supporting staff in order to ensure that the highest level and standards of social care practice are further developed and maintained in the service. In addition to this, the post holder will act on behalf of the Head of Housing and Support Services as and when directed and will provide out of hours on call support where designated.

### **Environment of the Post**

This post will require the holder to work in a variety of settings, including integrated service office settings with other statutory and voluntary service providers, in the community and on the street engaging with people experiencing homelessness, and in people's homes supporting their



tenancies. The post has responsibility for oversight of the Waterford Housing First service both the Homelessness Prevention services, as well as management of tenancies in Waterford and South Tipperary. The post-holder will also be working closely with other service providers in implementing the regional roll-out of the Housing First National Implementation Plan. Therefore, this post requires flexibility and willingness to travel between various locations in Waterford and the South East Region, as well as to Cork and elsewhere as required for training and meetings.

The post will be largely based at the Integrated Homeless Services Centre on Parnell Street in Waterford.

### **Guidance and Authority**

The post-holder will report to and be supervised by the Head of Housing and Support Services. The post-holder will line manage and supervise the social care team of Housing First workers, Prevention Worker, and the Housing Officer. They will also act on behalf of Cork Simon Community as required and as directed by the Senior Management Team. The post-holder will liaise closely with the Head of Housing and Support Services and relevant stakeholders in the Local Authority, Health Service Executive and other agencies.

### **Duties and Responsibilities**

#### **Leadership**

- Ensure that the South East Housing and Support Services are working to Cork Simon's values and ethos, policies and procedures.
- Promote and work to a rights-based, Housing First approach to addressing homelessness.
- Develop a culture of continuous improvement and focus on quality service delivery
- Delegate work tasks to the staffing team (including full-time and part-time volunteers) and support them.
- Mentor, guide and develop staff and volunteers to achieve their full potential.
- Ensure effective communication to the staff team and supervisees of management decisions, objectives and strategic planning, as appropriate.
- Participate in the development and implementation of best practice, community policies and procedures.
- Keep the team motivated and positive
- Monitor professional and ethical standards and take appropriate action.
- Establish and maintain effective internal and external communications.
- To represent the service and the wider organisation in a competent and professional manner maintaining the highest professional standards at all times through developing



and maintaining strong operational links with a range of statutory & voluntary organisations.

- Ensure effective communication to the Head of Housing and Support Services any concerns and issues arising for the staff team and supervisees.
- Carry out any other appropriate work as requested by the supervisor/manager

### Service Delivery

- To assist in creating a management culture within the Housing First teams which is person centred, forward looking and flexible.
- Oversee the timely allocation of housing in the case of any vacancies in Cork Simon / South East Simon properties, according to Housing First principles and agreed referral procedures.
- Pursue any and all opportunities to access housing for homeless people via purchase options, partnership arrangements with local AHBs, social rental initiative, repair and leasing initiatives and any other relevant means.
- Ensure by direct involvement, the active presence and participation of Cork Simon interagency working, the Homeless Action Team (HAT) and other interagency / statutory settings in Waterford and South Tipperary.
- Attend Multi-Disciplinary Team meetings at least monthly and as required to ensure that concerns relating to services in the South East are represented and that relevant information is fed back to the team in a timely manner.
- Ensure that the administrative responsibilities of the team in Cork Simon are carried out, directly or through delegation. This includes records and reports for internal and external / statutory management (weekly reports, PASS records, statistics, recording of incidents etc.) as well as approval of annual leave / TOIL and training requests for staff, and approval / oversight of spending (e.g. repairs and maintenance, residents' welfare, staff reimbursement).
- As part of the Housing Team Leaders team, follow up (directly or through delegation to other staff) on referrals from external agencies through the Homeless Action Team (HAT).
- Demonstrate a degree of flexibility in the day to day responsibilities of the Team Leader role will be required.
- Carry out other reasonable tasks at the request of the Head of Housing and Support Services
- Ensure the implementation of care & case management for service users through needs assessment, care planning, shared care and reviews. To ensure that service user care



plans are relevant, detailed and implemented according to best practice and to provide advice and support to staff with complex casework.

- Ensure key working, care planning and assessments are regularly monitored, updated and professional standards are maintained.
- To manage Housing First services to ensure a high quality environment and good relations with service users.
- To manage key decisions regarding referrals and allocations, ensuring fair access and exit in line with Cork Simon policy and Equality and Human Rights Duty.
- To ensure that policies and procedures are developed in line with the National Homeless Standards & National Standards for Better Safer Healthcare, up to date and implemented so that decisions affecting service users are in line with best practice, fair and consistent.
- To take appropriate action where necessary and respond to incidents of anti-social behaviour in accordance with policies and procedures and any relevant legislation.
- To ensure that all records are adequate and kept up to date on the PASS System and to compile statistics and prepare reports as necessary or as required.
- To ensure that HSE Data Returns are up to date and to compile statistics and prepare reports as necessary or as required. Ensure implementation of the tools required for the HSE Data Returns within your service.

### People Management

- To have overall operational responsibility for the management of the Housing and Support Services staff in the South East, including all aspects of housing management, maintenance, health and safety, assessment planning and review.
- To lead and motivate staff to perform effectively and in line with internal and external quality standards and organisational policy and procedure and contract requirements
- Monitor, develop, improve and manage staff rotas to ensure the needs of the service are met efficiently and effectively. Ensuring that staffing levels are maintained to meet the organisational, operational and specific funding objectives of the service at all times.
- With Head of Housing and Support Services and other Housing First Team Leaders, organise and co-ordinate shifts, holidays, breaks etc. so that staff and volunteers get to priority training, take regular breaks, get holidays on time etc.
- Ensure time keeping and attendance is of a high standard.
- To provide on call and ensure that on-call arrangements are effective, monitored and meet the needs of the service.



- To participate in the recruitment and selection of staff in partnership with statutory funders and provide and arrange effective induction training for new staff as required.
- To identify training needs of Housing First staff and ensure the training needs are addressed through personal development, on the job training and coaching, supervision and formal training.
- Provide induction, supervision, direction, and day to day support, directly or through delegation, to identified staff and volunteers working in Cork Simon.
- To provide effective communication to all staff through written information, team meetings and formal supervision using effective management approaches to foster a positive culture and ensure high performance at all times.
- Lead and facilitate team meetings and ensuring external and internal communication is effectively translated to all staff, and to ensure all decisions are followed through effectively.
- To ensure that all Housing First service policies and procedures is understood and implemented by Housing First workers consistently and effectively, in compliance with legal requirements and other identified best practice.
- To provide effective and supportive supervision to Housing First workers, ensuring to recognise and reward staff for excellent performance and deal effectively with performance issues, staff concerns or complaints.
- To lead the staff team in providing a safe, service user focused and supportive environments to meet the social, emotional, physical, health and settlement/resettlement needs of service users.

#### Team Work & Personal Development

- Work as part of the Cork Simon structures and cooperatively with staff across all projects and services. Work co-operatively with other SE Homeless Service Leaders.
- Support the development and implementation of best practice standards and guidelines.
- Provide cover to other Housing First projects where necessary.
- Co-ordinate your holidays with Head of Housing and Support Services and other Housing First Team Leaders to ensure adequate cover and support across Housing First Services.
- Provide cover when other housing first staff is on holidays, sick etc.
- Ensure effective hand over on each shift and for holidays
- Work co-operatively with external agencies.
- To engage in all training needs analysis.
- To maintain a commitment to further education and training.
- To maintain internal supervision to reflect and review practice.



## **Key Performance Indicators**

### ***Team***

- Boundaries managed effectively
- Effective teamwork in team and community.
- Effective communication within the team, with wider community services
- Regular & appropriate supervision of staff
- Appraisals carried out annually with Housing First workers
- Development and implementation of Individual Professional Development Plan for each team member.
- Attendance levels at training by team members and improved performance in practice.
- Implementation of own Individual Professional Development Plan as agreed with supervisor.
- Proactive engagement in supervision process.
- Regularity and effectiveness of team meetings and hand-overs
- Daily debriefing on all shifts.

### ***Empowering & Enabling Service Users***

- To ensure that the rights of service users are understood, respected and actively promoted and that their views on Cork Simon's service provision are considered fully in decision-making, service review and quality improvements.
- Ensure that service user meetings take place.
- Ensure Housing First services provides:
  - A welcome, supportive, trauma informed and respectful environment for all service users.
  - A culture of respect and recovery.
  - Ensure that service users have a voice in decisions and recourse to appeal.
  - Act as an advocate with external agencies where necessary
  - Ensure that the staff team is supported in encouraging and supporting service users to engage in actively addressing addiction issues with specific focus on harm reduction programmes.



## **Housing First Key Performance Indicators**

### ***Service Users***

- Improvements in health and well being of the person
- Service user feedback
- Critical incidents managed successful
- Service user participation in development of Housing First Services
- Regularity and effectiveness of service user meetings
- Numbers moving to permanent housing with supports as appropriate

### **Housing Acquisition**

- Assist in the acquisition long term housing for Housing First clients through existing Cork Simon practices and acting on any new opportunities. This involves:
  - Searching for properties to lease, rent or buy via desk based internet search
  - Viewing properties and ensuring they meet statutory rental standards
  - Liaison with estate agents, engineers and surveyors as required
  - Promoting social rentals model and Repair to Lease model with landlords and negotiating rents and social rental agreements / leasing agreements
  - Ensuring tenants are assisted to access HAP / Rent Allowance payments related to the actual rent of the property
  - Building positive and responsive relationships with landlords and property owners

### **Referrals, Assessments and Allocations**

Follow up on internal and external referrals to Housing First and Prevention services, directly or through delegation to Project Workers and local Homeless Action Teams.

### **Health & Safety**

- Maintain high standards for cooking, cleaning, laundry and general up keep.
- Meet fire, health & hygiene standards and arrange suitable checks such as fire drills.
- Ensure repairs and maintenance are carried out and recorded appropriately.
- Ensure that the Housing First workers manages the supply and storage of food, household cleaning materials, bedding etc



## **Neighbourhood relationships**

- Establish and maintain good relationships with neighbours
- Respond quickly, appropriately and effectively to any complaints
- Ensure residents are aware of their obligation to be good neighbours and members of the local community, support and encourage this at all times

## **Key Performance Indicators**

### ***Neighbours/Local Community***

- Managing neighbourhood and local community relationships effectively
- Addressing neighbour concerns

## **Admin / Finance / Record Keeping**

- Ensure the management of cash handling, account for petty cash, receipts, donations received, rents, residents' money etc.
- Ensure all staff maintains high standards of records of service files, service users' files, care plans to facilitate provision of care in line with Data Protection and Freedom of Information Acts.
- Participate in the budgeting process, work within budgets and maintain financial records, liaising with the Finance department as appropriate
- Maintain accurate staff time sheets.
- Record all complaints, responses and outcomes.
- Generate and maintain up to date statistics.
- Compile statistical reports.
- Generating regular reports to a high standard.
- Oversee the operation of service user service charges as/if applicable

## **Health & Safety**

- Team Leaders are responsible for ensuring safeguards to the security, health & safety of all service users and staff reporting to them.
- Team Leaders must make themselves aware of health and safety policies affecting the workplace and comply with regulations regarding safe practices and the use of safety equipment.



- To ensure that all staff activity complies with health and safety legislation that risk assessments and safe working procedures are up to date and that staff receive appropriate health and safety training.
- To ensure that accidents, incidents and possible cases of occupational illness are investigated adequately, to maintain written records in accordance with policy, ensure adequate first aid provision and to ensure that machinery, tools, fire fighting, office or other equipment is maintained in a safe condition.
- Participate in courses pertaining to Health & Safety, Fire Safety, Manual Handling and other priority training and ensure that all team members undertake these and other priority training required of them.
- Comply with no smoking rules, use of protective clothing, glasses, gloves or footwear etc. where deemed necessary by Cork Simon Community.
- Comply with all health & safety standards and work with due regard to their own safety and the safety of others.
- Ensure regular Health and Safety checks and procedures are carried out on each shift and recorded appropriately.
- Ensure standards of Health & Safety are met.

### **Fire Safety**

- Coordinate, oversee, record and assess fire drills in line with policy and follow up as appropriately.
- Participate in regular fire drills and be fully aware of evacuation plans, positioning of fire fighting equipment, alarm call points etc...
- Ensure that fire and safety equipment is in good working order and ensure that any repairs and/or replacement needed for such equipment is obtained at the earliest opportunity.

***The above Job Specification is not intended to be a comprehensive list of all duties involved and consequently, the post holder may be required to perform other duties as appropriate to the post which may be assigned to him/her from time to time and to contribute to the development of the post while in office.***



## **Eligibility Criteria – Qualifications**

Possess a Bachelors degree (Ord) in Social Care Practice (Level 7 on the QQI framework)

Or

Possess a Bachelors degree (Hons) in Social Care Practice (Level 8 on the QQI framework)

Or

Possess an equivalent qualification

And

Minimum of 3 years' experience in a managerial role in a similar environment

**With**

- Significant experience in managing and/or delivering a complex service as relevant to this role.
- Significant operational experience in managing and delivering change in a complex environment, as relevant to the role.
- Experience of managing and working collaboratively with multiple internal and external stakeholders, as relevant to the role.
- Experience of managing a team
- The requisite knowledge and ability (including a high standard of suitability, and managerial ability) for the proper discharge of the duties of the office.
- Full clean driving licence with access to a car.

## **Professional Knowledge/Experience Skills & Competencies**

Demonstrate:

- Knowledge and understanding of the Homelessness, Mental Health, Substance Misuse & vulnerable marginalise persons
- A knowledge and understanding of service planning, performance monitoring and Quality Assurance.
- Knowledge and understanding of Data Protection and Freedom of Information legislation
- Knowledge and understanding of key National Homeless and Health policies
- Knowledge of HR policies and procedures
- Strong report writing skills
- Knowledge and experience of using an email system effectively e.g. Outlook, Excellent MS Office skills to include, Word, Excel and PowerPoint



## **Critical Analysis & Decision Making**

Demonstrate:

- The ability to evaluate complex information from a variety of sources and make effective decisions.
- Effective problem solving skills, including the ability to anticipate problems and recognise when to involve other parties (at the appropriate time and level).
- The ability to rapidly assimilate and analyse complex information, considering the impact of decisions before taking action and anticipating challenges.
- Makes evidence based timely decisions and stands by those decisions as required.
- Reviews evidence on an ongoing basis to ensure that previous decisions continue to be evidence based.

## **Operational Excellence - Managing & Delivering Results**

Demonstrate:

- A proven ability to prioritise, organise and schedule a wide variety of tasks and to manage competing demands and tight deadlines while consistently maintaining high standards and positive working relationships.
- Evidence of effective project planning and organisational skills including an awareness of resource management and the importance of value for money
- Strong evidence of excellent financial planning and expenditure management
- Ability to take personal responsibility to initiate activities and drive objectives through to a conclusion
- The ability to improve efficiency within the working environment and the ability to evolve and adapt to a rapid changing environment.
- A capacity to operate successfully in a challenging operational environment while adhering to quality standards.
- Ability to seek and seize opportunities beneficial to achieving organisation goals and strives to improve service delivery.
- Have a strong results focus and ability to achieve results through cross departmental working.

## **Teamwork, Leadership & Building and Maintaining Relationships**

Demonstrate:

- Effective leadership in a challenging and busy environment including a track record of innovation / improvements.
- The ability to work both independently and as part of a team.
- The ability to build and maintain relationships in working as part of a multi-disciplinary and multi-stakeholder environment.



- The ability to lead, direct and influence others, in partnership, with a wide variety of stakeholders in a complex and changing environment.
- A capacity to inspire teams to the confident delivery of excellent services.
- A vision in relation to what changes are required to achieve immediate and long term organisational objectives.
- Evidence of being a positive agent of change and performance improvement.
- Experience in team management and development.

### **Communication & Interpersonal Skills**

Demonstrate:

- Excellent interpersonal and communications skills to facilitate work with a wide range of individuals and groups
- Excellent report writing and documentation skills including the ability to present information in a confident, logical and convincing manner
- A capacity to influence and negotiate ensuring delivery on stretched objectives
- The ability to interact in a professional manner with other Health staff and other key stakeholders

### **Commitment to a Quality Service**

Demonstrate:

- Evidence of interest and passion in engaging with and delivering on better outcomes for service users
- An ability to cope with competing demands without a diminution of performance
- Demonstrably identifies with and is committed to the core values of the HSE Social Inclusion & National Standards for Homeless Services and places a high emphasis on achieving standards of excellence.

***This job description is subject to review by Cork Simon Community in consultation & partnership with South East HSE Social Inclusion & Local Authority Homeless Leads.***



## ADDITIONAL INFORMATION

<b>Employer</b>	Cork Simon Community
<b>Job Title</b>	Housing First/Housing Services Team Leader
<b>Contract</b>	Permanent contract subject to 6-month probation period.
<b>Number of hours/days per week</b>	39 hours per week, Monday to Friday.
<b>Salary</b>	Starting salary is assessed according to experience. Maximum salary starting point is Point 2. €45,969, €46,973, €47,976, €50,628, €51,654, €52,675, €53,709
<b>Annual Leave</b>	5 weeks annual leave per annum
<b>Occupational Pension Scheme (Defined Contribution Scheme)</b>	Compulsory membership on completion of 6 month's service. Employer contribution 5%. Employee contribution is minimum 3% with option of Additional Voluntary Contribution.
<b>Death in Service Benefit Group Scheme</b>	Compulsory membership on completion of 6 month's service. Death in Service Benefit contribution is currently €1.15 per week. Benefit is twice annual salary.
<b>Health Insurance Group Scheme</b>	Optional Laya Healthcare membership. 10% group discount applies. No employer contribution.
<b>Closing date for receipt of application forms</b>	12 noon, Thursday 30 May
<b>Interviews</b>	The interview will involve a group interview and an individual interview. Those successful at the group interview will be invited to an individual interview on the same day.  Interview dates will be 5 & 7 June 2019.