

## Job Profile: Direct Payments Manager

This supplementary information for Direct Payments Manager is for guidance and must be used in conjunction with the Job Capsule for Job Zone 4 Level 2

### Camden Way Category 4

**It is for use during recruitment, setting objectives as part of the performance management process and other people management purposes. It does not form part of an employee's contract of employment.**

#### Role Purpose:

Direct Payments provide residents in receipt of social care services with choice and control over the care and support they receive, and are a priority area for Camden Council, in line with the Council's strategic plan *Supporting people; connecting communities*. The Direct Payments Manager is responsible for managing the Adult Social Care Direct Payments Monitoring Team, having overall responsibility for setting up, paying and monitoring how all Direct Payments are used both in adult social care and the mental health trust, currently for around 750 residents, although we expect this to grow considerably. They are also responsible for ensuring the organisation has a good understanding of direct payments and that they are well promoted in the Council, the Mental Health Trust and the Voluntary and Community Sector.

#### Example outcomes or objectives that this role will deliver:

##### Strategic lead for Direct Payments within Adult Social Care

- To ensure the Direct Payments team leads on helping the Council to grow Direct Payments in line with the Council's strategic plan *Supporting people; connecting communities* to enable residents to be as independent as possible and have control of their lives.
- Take a lead where complex cases/issues are identified, dealing directly with residents and their relatives, professionals and practitioners, senior management, leadership and members to resolve issues.
- Provide expert advice, support and challenge on the Council's statutory obligations in the application of direct payment policy and procedure and to practitioners and their managers, senior leadership and stakeholders at all levels to improve services, protect public funds and manage risk.
- To respond to members and MP enquiries appropriately as they arise

- Ensure that Direct Payments systems, policy and process are in place to deliver an effective and efficient service that complies with the Council's obligations under the Care Act and other relevant legislation
- Promote an adaptable and positive approach, responding flexibly to the needs of the service and the changing and challenging environment that currently faces local government
- Take responsibility for alerting practitioners, their managers, senior leadership, and where appropriate members, to potential issues and solutions
- Ensure practitioners, managers and leadership are kept up to date on any changes in legislation and that policy and practice is adjusted accordingly with the changes disseminated across the Council, the Trust and the Voluntary and Community Sector (VCS).
- To write and present reports to ensure senior leadership are kept abreast of changes and approve changes of policy and practice as they arise (e.g. reporting to SMT and DMT)
- To write reports for members to seek approval of changes or keep members abreast of changes in policy as they arise (i.e. reports to cabinet; scrutiny; portfolio meetings and so on)
- To provide a rolling programme of learning and development to practitioners ensuring they understand policy and practice related to direct payments and implement them appropriately, including setting DP's up appropriately on Mosaic, understand how to identify outcomes that are appropriate for the use of direct payments and so on.
- To lead on a comprehensive communications strategy to ensure direct payments are well publicised throughout the Council, the Trust and the VCS to encourage take up of direct payments.

### **Accounting for public funds**

- The Council are particularly vulnerable to financial abuse through the misuse of direct payments, it is the team managers responsibility to protect these funds and ensure they are well monitored and issues of misuse are identified and addressed in a timely manner, and in a way that ensures the Council are able to recoup any monies that have been misused or misspent, whilst protecting the reputation of the Council in terms of making fair and equitable decisions.
- Ensure that all Direct Payment recipients are effectively financially monitored, and issues followed up as appropriate.
- Lead on investigation and recovery of misused/overpaid Direct Payment funds.
- Refer suspected fraud to Internal Audit, working jointly with them as the lead for the ASC to investigate specific concerns, ensuring Internal Audit (IA) are able to access all the required information, being the link between IA, practitioners, management, residents and their families and other relevant colleagues to follow up concerns as appropriate.
- Lead generic Internal Audit (IA) investigations of the service working with IA to ensure they have full access to the wide range of records, financial information and systems, resident records and any external information that may be required through the VCS, acting as the link between IA and monitoring officers, ASC management and other relevant parties.
- Implement any recommendations identified by Internal Audit, reporting progress to ASC SMT, DMT and the portfolio holder as appropriate.

- Build a wide range of effective stakeholder networks and relationships to include Social Work teams across ASC and the Trust, the voluntary and community sector, Internal Audit, Complaints, Awards and Contributions, Housing, Credit Control, finance, senior leadership and the executive member (tackling health inequality and promoting independence) that ensure the promotion and appropriate implementation of direct payments.
- Ensure that all Direct Payment recipients are paid the correct amount at the correct time (currently around 750 residents but with a view to growing this significantly), addressing any issues that arise within a timely fashion to ensure there are no delays to payments.

### **Systems and data**

- Ensure systems are in place and well maintained to deliver an effective service to residents and their carers, always considering how the system can be developed to improve the experience of the resident and maximise efficiency within the Council, designing and implementing any changes identified.
- Ensure that systems and processes are in place to effectively prevent, detect and address fraud related to Direct Payments, identifying where improvements in systems can be made and leading on implementing any changes.
- Lead on complaints and other complex/sensitive cases, and use learning to inform continuous improvement, being prepared to develop and change systems where required.
- Deliver effective and efficient financial processes for Direct Payment recipients and providers. Hold a level of understanding on the Council's and the Trusts end to end business processes to ensure that team processes and procedures work effectively within these, ensure an understanding across the Council's teams where relevant (i.e. Resource Co-ordination team, Finance, IT, Awards and Contributions etc.)
- Actively contribute to review / redesign projects undertaken on the Council's business processes to inform and shape appropriate linkages with ASC specific areas
- Ensure that systems are in place to provide feedback and data to practitioners for assessments, reviews and quality/funding panels in ASC and the Trust.
- Develop and maintain systems that enable the use of Direct Payments to grow in line with the Council's strategic plan *Supporting people; connecting communities* to enable residents to be as independent as possible and have control of their lives.
- Ensure a robust business continuity plan is in place and up to date that means the service can deliver payments to residents in the case of unforeseen events.

### **People Management Responsibilities:**

The role will lead a small team of monitoring officers/assistant, providing all line management support and advice to develop a strong and effective team dynamic. The post holder will promote and embed a culture of continuous learning and collaborative working with internal and external partners.

**Relationships:**

The role is responsible for building and maintaining positive working relationships in order to influence and negotiate across a full range of internal and external stakeholders, including:

- Social Workers and practitioners , including Health colleagues and colleagues in the Trust
- Supporting People senior management, leadership and members
- Professionals in other departments such as Legal Services, Complaints, Internal Audit, Housing, Credit Control, Awards and Contributions, Procurement and Commissioning, Finance, IT and HR.
- Residents
- Carers, families and advocates of service users
- Voluntary and community sector external support services
- External providers including payroll companies, insurance suppliers and prepaid card providers.

**Work Environment:**

The post holder will be expected to:

- Deliver a high standard of customer care; contacting people who receive Direct Payments via telephone, email, post as well as home visits where appropriate.
- Maintain good networks both internally and externally
- Manage a varying workload, handling changing or conflicting priorities as a result
- Keep the Service Manager, Head of Service, SMT, DMT and executive member updated about emerging issues regarding care provision / data / finance
- Work in a demanding and time pressured environment

**Technical Knowledge and Experience:**

- Knowledge of Direct Payments legislation, guidance and best practice
- Knowledge of local government financial regulations and structures
- Knowledge of relevant health and social care legislation and regulatory framework including the Care Act and how it relates to direct payments both directly and indirectly.
- Knowledge of Adult Social Care, and requirements for practitioners.

- Knowledge of data protection, information governance and GDPR where relevant
- People management and team building, including how to put knowledge of process improvements into practice.
- IT literate and able to work with different systems and databases.
- Evidenced financial skills and accounting for public funds; high level of numeracy, working accurately demonstrating attention to detail
- Good communication, influencing and negotiation skills working with different stakeholders
- Ability to exercise judgement and expertise
- Ability to work with people who receive Direct Payments, and their representatives, fairly and sensitively
- Ability to identify and manage risk, both to the council and people who receive services
- Experience of delivering service improvements
- Experience of providing informed advice to senior managers, members and other decision makers
- Experience of delivering training and development opportunities to staff

### **Camden Way Five Ways of Working**

*In order to continue delivering for the people of Camden in the face of ever increasing financial pressure, we need to transform the way we do things. We call this the Camden Way. The Camden Way is a key part of our transformation strategy often referred to as the transformation triangle which links the Camden Plan, the Camden Way and the Financial Strategy together.*

The Camden Way illustrates the approach that should underpin everything we do through five ways of working:

- Deliver for the people of Camden
- Work as one team
- Take pride in getting it right
- Find better ways
- Take personal responsibility

For further information on the Camden Way please visit by clicking [HERE](#)

**Structure Chart**

