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About Culturally Appropriate Advocacy

Advocacy is taking action to help people say what they want, secure their rights, represent their interests, and obtain the services they need.

Culturally Appropriate Advocacy is Advocacy that **meets the cultural needs of the individual**. Through Culturally Appropriate Advocacy, we can address the racial disparities people experience when accessing services they are entitled to.

In 2021 Gaddum delivered a DHSC funded innovation pilot delivering Culturally Appropriate Advocacy in Manchester and we're delighted to announce we are now expanding this service across Greater Manchester. We'll be working with Black Asian and Minority Ethnic * (BAME*) people across Greater Manchester who have received treatment under the Mental Health Act.

The Department of Health and Social Care (DHSC) funded these pilot projects as part of the ongoing reform into the Mental Health Act. The Mental Health Act is being reformed for several reasons, one of which is that BAME people continue to experience worse outcomes under this legislation including higher rates of detention, longer stays in hospital and worse mental health outcomes. Advocacy can address this.

The findings from our Culturally Appropriate Advocacy service will inform decisions being made about this upcoming legislation. You can find out more about our [Culturally Appropriate Advocacy Pilot here](#).

Gaddum is an experienced and awarded Advocacy provider. Here are some of our Awards and Accreditations:

- The National Advocacy QPM, the standard for provision of excellent advocacy services
- Shortlisted at the 2022 National Advocacy Awards for "Outstanding Advocacy Service"
- Shortlisted at the 2022 National Advocacy Awards for "Outstanding Contribution to Equality and Diversity"



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Our team

Our Culturally Appropriate Advocacy consists of Advocates with a track record of delivering culturally appropriate mental health advocacy to people in inpatient and community settings. Our team comes from a range of backgrounds and includes qualified Independent Mental Health Advocates (IMHAs), and Qualified Social Workers. In the coming months we will be expanding our team.



Our Advocate's role is to deliver advocacy and facilitate coproduction sessions. Here's what they have to say about working on this service:

"This team has given me my first experience of working with other people from BAME backgrounds. CAAP gives me the opportunity to look at the known barriers people from ethnic minority backgrounds face in getting accessible, equitable, culturally safe services from within mental health settings.

Also this has given me the chance to train staff/professionals & broaden the skill set of advocate/community leaders/volunteers'; to be anti-racist, culturally safe, inclusive practices. Gaddum gives you the ability to express yourself as an individual within a warm & friendly, committed/passionate team"

- Culturally Appropriate Independent Advocate

"This service allows us to collaborate with Experts by Experience by providing a space for them to express and share their stories.

It's a pilot that is proactively working to change systemic structures addressing the wider context of discrimination & cultural insensitivity. We are in the second phase and is a great feeling to continue the great work we achieved.

Gaddum has a very warm natured ethos and you feel valued as an individual and together as a team"



- Senior Culturally Appropriate Independent Advocate

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“I enjoy working on the Culturally Appropriate Advocacy Pilot (CAAP) because it feels like ‘our’ project; we’re shaping it as we go along, and I love how collaborative the process has been so far.

I also like working on CAAP as I feel that it’s an opportunity to “do” and take action against discrimination, confront the disproportionate number of individuals of BAME backgrounds being sectioned, and help their voices be heard.”

- Culturally Appropriate Independent Advocate

Our partners: African and Caribbean Mental Health Services (ACMHS)

African and Caribbean Mental Health Services (ACMHS) is an established partner of Gaddum’s. As well as an Advocacy partnership, we also work together on our therapy and carers support services.



In partnership we have been delivering a Culturally Appropriate Advocacy service with ACMHS since 2021.

ACMHS endeavours to inform and empower individuals to identify their own health needs and the resources to deal with them to be more resilient to stress and illness. The charity was established in October 1989 as a direct result of concerns expressed in the community about the frequency with which second generation African and African Caribbean youths were admitted to psychiatric hospitals and the regional forensic unit.

And here’s some feedback from people who have accessed our Culturally Appropriate Advocacy service:

“I think it’s brilliant. I feel more confident that you can help me being Afro-Caribbean. Sometimes they [psychiatric ward staff] don’t understand the way I express due to being Jamaican.” – Service User

“I feel I have a community support system but whenever I’m back in the wards it goes.... Talking [to my Advocate] helps me feel listened to as an individual. This [group Advocacy session] is the only time I properly talk with other patients in a group setting. Makes me happy.” – Service User

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Job Description: Culturally Appropriate Advocacy Service Manager

Job Title: Culturally Appropriate Advocacy Service Manager

Accountable to: Head of Operations

Responsible to: Chief Executive

Reporting to: Assistant Head of Operations

Salary: £32,920 per annum, pro rata

Hours: 35 hours per week, with flexible working required to meet the needs of the role.

Contract: Fixed Term until 31st March 2025

Location: Hybrid working across Greater Manchester, including home, office and community settings.

Context

Gaddum has been selected by the DHSC to deliver the 'Culturally Appropriate Advocacy Pilot Phase II' from October 2023 to March 2025. Gaddum will deliver this pilot scheme in partnership with our established partners, [African & Caribbean Mental Health Services](#) (ACMHS). We will be delivering Culturally Appropriate Advocacy services to Black Asian and Minority Ethnic (BAME*) people in Greater Manchester who have received treatment under the Mental Health Act.

About Gaddum

At Gaddum, we treat everyone as individuals. We really get to know those we help, understanding their world to offer a range of support that's right for them. Our promise of tailored support is made possible by our breadth and depth of knowledge, through our unwavering commitment to the local people of Greater Manchester.

Our experience listening to generation after generation, for nearly 200 years, has taught us the importance of considering not just the individual but also the relationships around them. Our innovative approach means we can, not only build resilience, but identify further risks and offer preventive support now and in the future.

At Gaddum, we believe that by supporting individuals, we ultimately help support entire communities. Our aim is to empower and enhance the lives of people in Greater Manchester.

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Outline of Service

- Co-production of the Advocacy service design in partnership with BAME people who are detained under the Mental Health Act or previously have been.
- Delivery of group and 1-to-1 Advocacy sessions in psychiatric inpatient and community settings for BAME people who are detained under the Mental Health Act (or at risk of detention) in Greater Manchester to improve outcomes.
- Providing training on Culturally Appropriate Advocacy and the challenges BAME people face when accessing Mental Health services to increase awareness.

Main Duties and Responsibilities

- Operational, day-to-day management, development and promotion of allocated services to provide effective support for clients in areas Gaddum operates.
- Developing the Culturally Appropriate Advocacy Pilot (CAAP) Phase II in line with contract specifications and Gaddum strategic plans.
- Establishing, developing, and facilitating coproduction across service design, delivery, and evaluation.
- Developing action plans for income generation in conjunction with the Assistant Head of Development & Innovation.
- Working to Gaddum's Advocacy Standard Operating Procedures (SOP) and supporting senior management reviews of these.
- Support including HR, staffing, Health & Safety to direct reports.
- Quality Assurance & Service Governance, including DHSC contract governance where required.
- Management and oversight of data information system as required.

Operational management

- To report to Assistant Head of Operations and advise on all issues relating to supervision, service delivery, quality assurance, risk assessment and service governance.
- To be responsible for the leadership and line management and supervision of allocated staff teams.
- To hold teams to robust governance and supervision arrangements, overseeing the arrangements for the provision of this.

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- Work with the PR and Communications Lead to monitor, review and update information relating to CAAP II Pilot, including promotional materials and social media presence.
- To hold effective team meetings and ensure robust monitoring of activities.
To ensure open and effective communication with and between all staff in Advocacy services and Gaddum.
- Work alongside other service managers at Gaddum, ensuring impeccable standards of professionalism and leadership.

Contract monitoring and compliance

- To coordinate internal systems for monitoring / audit to meet requirements of commissioners.
- To attend contract monitoring and performance meetings as required.
- To maintain effective working relationships with commissioners, key stakeholders, all associated service providers and other statutory and VCSE partners.
- To be responsible for interpreting local, regional and national standards and policies into best practice guidance at the charity.

Finance, HR, Health and Safety support

- To monitor expenditure including expenses, events and activities and funding awards, ensuring best value for money.
- Line manage allocated staff and teams.
- To oversee and ensure effective use of appraisal and PDP system.
- To be responsible for the recruitment of staff with support of Assistant Head of Operations.
- Ensure health and safety legislation and risk assessments are known and adhered to within Advocacy Services.

Organisational Responsibilities

- To actively engage in ongoing personal and professional development, making full use of supervision, appraisal and learning opportunities.
- To act at all times to promote equality and diversity ensuring inclusive and integrated services.

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- To be flexible in supporting the needs of the organisation, including the provision of cover and support to colleagues within other Gaddum services when required.
- To represent Gaddum at any relevant external working groups, events and meetings when appropriate.
- Encourage citizens to be aware of the full extent of Gaddum's services.
- Maintain a general understanding of the work of the whole organisation and attend team meetings/events.
- Flexible approach to working patterns to suit the needs of the role and responsibilities as required.

The details contained in this job description, particularly the principal accountabilities, reflect the content of the job at the date the job description was prepared. It should be remembered, however, that it is inevitable that over time, the nature of individual jobs will change; existing duties may be lost, and other duties may be gained without changing the general character of the duties or the level of responsibility entailed. Consequently, this job description may be revised from time to time.

All staff are expected to work within all Gaddum policies and procedures. This role is subject to an Enhanced DBS Check with adults barred list check.

****Note on the use of the term 'BAME'***

BAME stands for 'Black Asian and Minority Ethnic' and is often used by government bodies and the NHS to describe people who are from an ethnic minority background in the UK. We recognize this term is not the preferred term for all people and many people will not identify with or choose to use this term and may use other words to describe their ethnic or cultural background. As part of the development phase of the Culturally Appropriate Advocacy service, we will work with our Culturally Appropriate Independent Advocates and service users to establish terminology that is most appropriate for this service.

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How to complete your application for this role

Step 1: Written Application

If you are interested in applying for this role, we ask that you complete a written application using our template which you can find [here](#).

In your application, please outline how you meet the '**Essential Criteria**' for this role. This is outlined in the 'Person Specification' on page 10.

If you don't meet all the criteria, don't worry, we still welcome your application, and you can always get in touch with us for a formal chat if you have any questions.

'Desirable criteria' are things that would help you in this role but are not essential. If you don't meet these criteria, please still apply.

In your written application we want to see examples of when you have demonstrated these criteria. We recommend using the STAR method:

- Situation - the situation you had to deal with
- Task - the task you were given to do
- Action - the action you took
- Result - what happened as a result of your action, what were the outcomes?

How we assess your application: A / I / T

In the person specification there is a column called 'Assessed' this explains how we will assess that you meet these criteria.

- **A** means 'Application': We will assess if you meet these criteria based on your written application.
- **I** means 'Interview': We will assess if you meet these criteria based on your Interview.
- **T** means 'Task': We may assess if you meet these criteria on a task we will set you at interview.

Step 2: Interview

If your written application demonstrates that you meet the criteria for this role, we will invite you to interview. At the interview we will ask you questions that relate to the Person Specification. We will ask you to give detailed examples of your previous experience and knowledge.

The interview will be conducted in person unless you need to attend online.

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The interview panel will consist of:

- Gaddum's Assistant Head of Operations and the line manager for this role
- A Gaddum Service Manager or member of our Senior Leadership Team

The panel may also consist of:

- An 'Expert by Experience' a person with lived experience of accessing our services
- A colleague from our partner organisation at African and Caribbean Mental Health Services (ACMHS)
- A Gaddum trustee

We may decide to set a task for the interview. If we do, we will provide this to you in advance, so you have time to prepare.

Reasonable Adjustments throughout the application process

At Gaddum we treat everyone as an individual and we will make reasonable adjustments to the application process to meet your needs. This could be because you are a carer or because you have a disability, mental health need, communication need or are neurodivergent.

Some examples of reasonable adjustments we have made to our recruitment process include:

- Providing the recruitment information in a different format
- Providing interview questions in advance
- Arranging interviews at specific times to support caring responsibilities.

Please get in touch if you have any questions or requests for adjustments.

If you want to speak to someone...

If you would like to talk to someone about the application, please contact Lily Huggins for an informal chat by:

- emailing lily.huggins@gaddum.org.uk
- calling 0161 834 6069 (extension: 1025).

You can also contact our HR team by emailing hr@gaddum.org.uk

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Person Specification:

Culturally Appropriate Advocacy Service Manager

Criteria	Essential	Desirable	Assessed*
Qualifications / Experience	<ul style="list-style-type: none"> English and Math's GCSE at Grades C or above (or equivalent qualification) Evidence of Continuous Professional Development (CPD). 	<ul style="list-style-type: none"> Successfully completed the National Independent Advocacy Qualification Holds a relevant professional qualification e.g., Social Work or Nursing or Leadership/ Management 	A
Knowledge	<ul style="list-style-type: none"> Knowledge of Mental Health services and the health and social care sector in Greater Manchester and the challenges Black Asian and Minority Ethnic (BAME) people may experience when accessing Mental Health services. Knowledge of Mental Health Advocacy, the principles of Advocacy and statutory Independent Advocacy. Experience of advocating for culturally appropriate services or anti-racism in a professional or formal capacity Experience of ensuring contract compliance and effective and accurate monitoring and data submission using databases. Experience of managing people in an empowering way that supports their development needs. 	<ul style="list-style-type: none"> Experience of managing charity or health and social care services or Advocacy services. Experience of designing and implementing an expanding service. Knowledge of Greater Manchester organisations and services which support BAME people accessing Mental Health services. 	AIT

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	<ul style="list-style-type: none"> • Experience of developing and delivering effective training. • Experience of safeguarding and risk management in a service delivery setting for people with complex mental health needs and/ or Learning Disabilities. 		
Skills & Abilities	<ul style="list-style-type: none"> • Excellent oral, written and communication skills with ability to draft and present reports. • Ability to understand and apply relevant policies and legislation to service delivery. • Excellent interpersonal skills with ability to quickly build a rapport & working relationship with stakeholders at all levels. • Ability to prioritise and plan your work and your teams workstreams; take responsibility in decision making, be very well organised and work independently to meet deadlines. • An approach to project management focusing on solutions and outcomes – through to completion. • Ability to understand budgets and analyse financial information. • Proficiency in all aspect of Microsoft Office including Teams and SharePoint. 		AIT
Values and	<ul style="list-style-type: none"> • Demonstrable commitment to anti-racism and upholding the rights of people who face disadvantage or discrimination. 		AI

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	<ul style="list-style-type: none"> • Commitment to uphold Gaddum's values of being Supportive, Empowering, Professional, Diverse, and Innovative 		
Others	<ul style="list-style-type: none"> • Ability to travel independently throughout Greater Manchester (by public transport or car) • Ability to work flexibly and work some unsocial hours, with notice, as required. 		A

*

A – Application

I – Interview

T- Task