

Job Description and Person Specification

Early Help Team Manager

A Lambeth to be proud of



Job Title: Early Help Team Manager

Department: Children's Social Care

Division: Early Help

Grade: PO6

Reports to: Early Help Service Manager

Job Purpose

Ensuring a consistent approach to whole family working and early help is embedded within partner agencies including schools, primary care, universal health and voluntary sector providers. This will be achieved through a collaborative model of training, consultation and support developing practice standards that are understood and agreed by all practitioners within the locality. The post holder will have entrepreneurial skills, operational management and leadership skills to work autonomously and empower others to innovate and challenge for the benefit of the local community. The Early Help Team Manager will work creatively to engage and establish relationships with universal partners in order to support the delivery of high-quality early help services across the locality.

The post holder will lead a small team of early help practitioners to achieve outcomes for children, young people and their families through exhaustive casework support to families with multiple and complex problems. They will act as a Champion of 'What good practice looks like' and positive 'Leadership Skills' in regards to role modelling for early help practitioners and the wider partnership.

Responsibilities

1. To provide effective line management and supervision to the council's early help family practitioners within their locality.
2. To lead staff to work within the whole family model as defined by the national Supporting Families Programme and achieve significant and sustained outcomes and maximise on payment by results claims.
3. To provide effective training, coaching and modelling opportunities to universal providers and partners in order to build their capacity to deliver effective early help.
4. To quality assure and audit casework and practice ensuring risk factors are identified and managed through robust assessment and action plans.
5. To ensure that all work is allocated in line with workload management arrangements and to be involved in the maintenance of recording and monitoring systems related to allocation, workload, care plans and outcomes
6. Support universal providers to identify development needs around practice and to implement robust plans and training activities to improve practice and ensure a high-quality early help services are offered to family.
7. To work with the locality manager and Learning and Development colleagues to develop and implement a programme of staff training and development to meet changing priorities and emerging practice requirements.

8. To monitor cases managed within the partnership, where a council early help practitioner is not the lead professional.
9. To develop mechanisms for partner and family consultation and feedback which enables families to feed into and influence the delivery of early help services.
10. Collect and analyse data relating to the casework of early help practitioners as well as wider partners they are working with. Recognising trends to assist in the development of the service and recognition of positive and high standards of practice.
11. To deliver group supervision or resources for group supervision where, this is requested by early help partners
12. To develop relevant and tailored training sessions or resources for partners which respond to their development needs, including toolkit training, signs of safety and threshold training.
13. To will work closely with their Locality Manager to run Locality Action Panels (LAPs), Multi-Agency Meetings (MAMs), Team Around School (TAS) meetings to build the capacity of universal providers and challenge poor practice, creating a culture of accountability ensuring that each organisation is offering the best service that they can provide.
14. Make use of the expertise within the community to create a culture of shared learning.
15. To act as a 'specialist' source of knowledge and advice on Early Help Assessments as a referral and integrated working practice to external partners.
16. To provide senior level advice and guidance to the team on stuck cases or cases with drift to ensure additional and complex needs are met and service outcomes are achieved within timescales.
17. Regularly monitor all systems and processes used for case management to ensure they are effective.
18. To participate in formal meetings across the partnership to facilitate timely and effective information disseminate and management control.

Professional Accountabilities

- To maintain and improve professional knowledge and skills in the light of new legislation and developments in practice.
- To complete the 15-day heart of practice training or equivalent systemic training within the first year of this role.

General

- Work as a member of the wider Early Help Partnership liaising with, supporting all staff, and ensuring appropriate cover for colleagues as agreed by service managers. Carry out all duties in accordance with the London Borough of Lambeth's Equal Opportunities policy, actively promoting equality and seeking to prevent and overcome disadvantage and discrimination.

- To take full responsibility for the implementation of own Personal Development Plan and continued professional development in those areas relevant to post holder's own role and participate in the Council's appraisal scheme.
- The job holder is authorised to commit to single items of expenditure as delegated.
- The post holder has discretionary powers of decision making in accordance with regulations and Council policy and procedures.
- To take responsibility, appropriate to the post for tackling racism and promoting good race, ethnic and community relations.
- As a Lambeth Officer you are expected to observe common corporate accountabilities and to promote a positive image of the Local Authority at all times
- To participate in training, learning and development events relevant to the development of the service and the role. This includes:
 - ✓ Carrying out the duties of the post in accordance with the Data Protection Regulations, the Computer Misuse Act, the Health and Safety at Work Act and other relevant legislation today and in the future, as well as Council policies.
 - ✓ Complying with Financial Regulations, seeking best value in all goods and services purchased and preventing any avoidable financial loss.
 - ✓ Being courteous and professional towards everyone you work with in all written and verbal contacts.
 - ✓ Promptly responding to all messages and correspondence, including emails.
 - ✓ Reporting any misconduct on the part of Council Officers or contractor
- The post-holder must at all times carry out the duties of this post with due regard to the Council's Equal Opportunities & Diversity Policies. To take responsibility, appropriate to the post for tackling racism and promoting good race, ethnic and community relations.

Special Conditions

- Employment is subject to an enhanced Disclosure & Barring Service (DBS) criminal record disclosure satisfactory by the Council, to be undertaken on a three yearly basis. You must inform your manager if you are arrested for or charged with any criminal offence.
- Due to the nature of the work with vulnerable children and families some work beyond normal office hours is required from time to time.
- The post is exempt from Section 4 (2) of the Rehabilitation of Offenders Act, 1974, as the duties give you access to persons who are under the age of 18. Applicants are not entitled to withhold information about convictions, which would be regarded as spent for other purposes.

PERSON SPECIFICATION

<p>It is essential that in you can meet the following requirements for the role and be able to give evidence or examples of your proven experience in each of the short-listing criteria marked Application (A).</p> <p>You should expect that all areas listed below will be assessed as part of the interview and assessment process should you be shortlisted.</p> <p>If you are applying under the Disability Confident scheme, you will need to give evidence or examples of your proven experience in the areas marked with "Ticks" (✓) on the person specification when you complete the application form.</p>			Shortlisting Criteria
<p><i>For link/career graded post, please mark knowledge, experience, and behaviours clearly for each grade.</i></p>			
Key Knowledge	K1	Up to date professional and technical expertise in relation to systemic and whole family practice to improve outcomes for children and families.	✓A
	K2	<p>Thorough knowledge of proposed and actual legislation, statutory regulations and Government guidance and standards relevant to safeguarding children and multi-agency working.</p> <p>Knowledge of the wider Social Work legislation, organisational policies, practices and procedures. Relevant up to date working knowledge of legislation relevant to specialist area of the post e.g., Children Act 1989, Adoption and Children Act 2004, Working Together 2013, Fostering regulations and Standards, Public Law Outline.</p> <ul style="list-style-type: none"> • To keep abreast of changes in legislation: national and local trends. • To develop and maintain a working knowledge of major Council policies, procedures and practice guidance notes and work within them at all times 	
	K3	<p>Thorough knowledge of Lambeth statutory, universal and community partners that contribute to the early help provision and the frameworks used by these organisations:</p> <ul style="list-style-type: none"> • To support a team with guidance, advice and clear direction when require • Knowledge and understanding of equality and diversity issues 	✓A
	K4	Up to date knowledge of social care thresholds related to Children in Need (Section 17) and Children at Risk of Harm (Section 47) and threshold guidance.	

Relevant Experience	E1	<p>Extensive post qualification experience of working with children and families and with recognised child protection/ tier 3/ complex needs.</p> <p>Early Help or Social Work experience with children and families including:</p> <ul style="list-style-type: none"> • Assessment work in a children and families setting. • Duty system. • Experience of supporting a team with guidance, advice and clear direction when require. • Providing advice to team members on a variety Early Intervention and Safeguarding issues. • Ability to develop strategies to support children in need and to take appropriate action to formulate plans for intervention. • To demonstrate the ability to manage robustly a range of priorities, demands and analytical information to ensure that the service is being delivered effectively and team workloads are balanced. 	✓A
	E2	<p>Experience of working collaboratively with other services, e.g., health and schools and voluntary sector services to deliver a responsive and co-ordinated service:</p> <ul style="list-style-type: none"> • Build relationship with community partners and embed the Early Help Strategy and support the work of the Tier 2 team. • Ability to communicate effectively in a manner that is clear, fluent, concise and jargon free and in a courteous, calm and professional manner. • To provide management, consultation, professional support, advice and guidance to others across the Service. • To participate in inter-agency working specifically with Police, Education, the Health Authority, Housing, the Probation Service and other statutory/voluntary organisations 	
	E3	<p>Experience delivering group or individual supervision and training to internal or external colleagues.</p> <ul style="list-style-type: none"> • To supervise the work of qualified staff and support staff as determined by the service manager and with accountability to the service manager. This will include staff induction and professional development and evaluation for supervisees. • Ability to give advice and consultation to team members in casework issues, make clear casework decisions and execute them. 	✓A

	E4	Experience conducting community engagement work and developing strong relationships with families and communities.	✓A
	E5	Experience of providing expert advice and support to universal and community settings supporting families	
Qualification	Q1	A qualification in Social Work, Youth Justice, Probation or Nursing e.g., CQSW, CSS, DipSW, YJEPC.	✓A
	Q2	Have completed or are in the process of completing systemic training e.g., Heart of Practice	D
	Q3	A relevant management or leadership qualification or certificate	D

CORE VALUES AND BEHAVIOURS



- Listen to the views of others and ask for their opinions making sure that everyone in my team inputs into the things that matter.
- Ensure fairness and justice is at the heart of my decision making and support to my team and others.
- Take time to build trust, building the respect of our stakeholders and ensuring as a team we take accountability for doing what we agree to do.
- Develop others and ensure we work as one team for Lambeth, encouraging everyone to play their part.
- Take positive action to ensure everyone in my team has opportunities to learn and grow at work.
- Encourage everyone to be themselves at work and value who they are.
- I am inclusive and actively celebrate diversity, recognising everyone in my team as individuals.

- Treat each member of my team with respect and dignity just as I would want for myself.
- Encourage each member of my team to do their very best work and am available to them to provide support and guidance.
- Personalise my support to each team members and look out for them, lending a hand wherever I can
- Encourage everyone to try and learn from mistakes and use integrity to take action with my team to put things right together
- Work with empathy seeking to understand each and every member of team, their unique perspective and circumstances and ensure everyone is heard
- Take the time to communicate, being honest, open and genuine and taking the time to get to know team members as individuals.
- Show compassion and patience recognising that everyone in the team has unique experience and celebrating the great work they do for Lambeth.
- Look after the health and wellbeing of my team members and encourage open and regular discussions about the issues that impact on them, working together to find solutions.



- I encourage and support my team to do the right thing even when it's tough and we communicate our decisions in a timely way.
- I ensure my team and employees take individual and collective accountability for performance and delivery, making sure that they have clear plans and performance objectives.
- I ensure my team plan ahead, getting the basics right and take swift action when problems arise.
- I encourage my team to be risk aware and ensuring that our decisions and actions are informed and understood and communicated to others.
- I provide regular, timely and constructive feedback to my team members on their performance and behaviours and act quickly when performance is not on track.
- I share my learning, knowledge and skills with others through coaching and mentoring and encourage others to do the same.
- I ensure that my team and I put residents, communities, customers and their needs at the centre of everything we do.
- I encourage my team to learn and grow and ask questions to find the information they need to do their jobs.

Accountability behaviours



One Lambeth
CONNECTED BY PURPOSE

Ambition behaviours



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- Am proud of our borough and my team and encourage everyone in the team to aim for the highest possible standards of excellence in everything we do.
- Encourage my team to be flexible and try new things when it's appropriate to do so and tell me what could be improved.
- Promote a one team for Lambeth approach reaching out to our stakeholders to face our challenges together.
- Encourage and support my team to be courageous for our residents and communities and stop at nothing to ensure they have the best possible outcomes.
- I make time for the team to Innovate and look for creative ways to do things better, being curious about possibilities.
- Positively challenge and encourage the team to collaborate and look for solutions together across service and team boundaries.
- Make time for my team to grow and develop taking advantage of opportunities to learn from each other and others. We plan our learning and career growth.