

# Job Description and Person Specification

## Service Manager

A Lambeth to be proud of



**Job Title: Service Manager**

**Department: Children's Services**

**Division: Children's Social Care**

**Grade: PO9**

**Reports to: Assistant Director**

**Responsible for: Team managers and staff in service area**

## **Context**

This is a key middle management operational post which will be responsible for the safe and excellent delivery of children's services within the multi-agency context. This post will also be responsible for contributing to and driving the current and future strategy.

## **Job Purpose**

1. To lead one of the following areas of multi-agency Children's Social Care:
  - Integrated Referral Hub
  - Child Assessment Team service
  - Family Support and Child Protection Service (x2)
  - Children with Disabilities
  - Children Looked After
  - 16+ Independence
  - Fostering and Permanency
  - Quality Assurance (IROs and CP chairs)
  - Contextual Safeguarding
2. Leading the day-to-day operational business of the teams in the service area promoting the best interests of children in accordance with the statutory framework ensuring a prompt and efficient response to all contacts and referrals and the delivery of good outcomes for children, young people, and families.
3. Through management of staff and resources ensure that services are delivered in accordance with the Government policy, (keeping up to date with new proposals and initiatives) legislation, council policies and departmental procedures and that these are customer-focused and of the highest possible quality.
4. Provide leadership to frontline staff in delivering and implementing any future changes in policies, procedure or other developments.
5. To support the Director and Assistant Directors by advising on strategy, policy and future direction of the service, ensuring effective feedback and translation into service delivery. Keep senior management informed of any issues or shortfalls in service providing suitable action plans to address these matters.
6. To have lead responsibility for meeting the performance targets of the service area and to

report these to managers and staff as required.

7. To manage budgets and expenditure so as to ensure that resources are optimised. In line with eligibility criteria and priority levels as prescribed in assessment and care management policies and procedures, financial regulations, ensuring value for money.
8. To provide leadership in ensuring effective working relationships with other parts of Children's Services, the Council Departments (in particular Education, Housing and Adult Social Care), external agencies (Health, Police etc.) and the third sector.
9. To drive and implement the strategic and operational vision of the department, division and the Council and to successfully manage the cultural change required to achieve excellent service delivery. This will involve holding joint responsibility for developing the agenda of service improvement and the ongoing development with partners, including schools and voluntary organisations, to achieve effective and excellent multi-agency working focused around the child.
10. To take a lead in project managing key Children's Social Care themes on behalf of Children's Social Care and to develop joint arrangements with schools and other key statutory and voluntary agencies.

## **Responsibilities**

11. To ensure communication and engagement within the service is maintained to discuss the business of the team, review its performance and brief team members about corporate and care management issues.
12. To effectively communicate with service users and consult and involve them in service modernisation; developing innovative and effective approaches to the participation of children and young people and their families.
13. The post holder will monitor and manage the performance of teams within the scope of their responsibility, resolve any issues encountered and highlight service achievements to the senior management team. To ensure that all management responsibilities are carried out within the council's agreed policies and procedures.
14. To undertake the supervision of directly managed staff. To ensure staff and managers receive the supervision, appraisal, support, training and development necessary for them to provide high quality, safe care for children. To carry out quality assurance, audits and analysis of staff supervision and exit interviews and ensure service and departmental improvements are made based on the outcomes of this analysis.
15. To establish, implement and review annual objectives and targets and ensure that Team Managers produce and implement Service and Team Business Plans setting out clear aims, objectives, targets and performance. To develop systems for the effective monitoring of performance and recognising and commending good performance and to demonstrate high expectations of performances.
16. To ensure that workload management tools are being used effectively across the service, in order to ensure the safe transfer of cases and to share resources across the services to ensure safeguarding of children and families.

17. To contribute to overall quality assurance and to be responsible for quality assurance in own service, including the use of audits, service user feedback and consultation.
18. Secure sustainable partnership arrangements with key partners, particularly health, schools, colleges and the voluntary sector, and other Boroughs, ensuring the care planning meets the needs and the safety of the child and where these add value to the work of the service in seeking to improve outcomes for children and young people.
19. To seek ways to develop the multi-agency services provided so that they model best practice and ensure the safe care of children and young people. To take part in the multi-agency strategic and operational planning process and to jointly manage services with key partners where appropriate and agreed.
20. To ensure Safeguarding services across the Borough work effectively and collaboratively to achieve excellence against all national and locally set targets and to chair and participate in panels as required.
21. To provide professional Social Care expertise on matters of complex social work practice, policies and procedures where necessary, including emergency planning. To take responsibility for key risk decisions that are in the interests of the safety of individual children and young people and to effectively manage those risks.
22. To jointly deliver the overall operational and strategic project management of the Children's Social Care Service and the Council, with other agencies including the voluntary sector.
23. Effectively manage the budgetary performance of the service within the Council's delegate scheme and in accordance with financial regulations. To take responsibility for ensuring that expenditure is on track, and appropriate action is taken to address any risks in order to achieve a balanced budget at the end of the financial year.
24. To ensure all actions of team members comply with the Council's policies on diversity, equal opportunities and Health & Safety, including leading through role model behaviour.
25. The post holder will be required to provide out of hours cover as and when required and/or as cover rotas dictate.

## 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>			<b>Shortlisting Criteria</b>
<b><i>For link/career graded post, please mark knowledge, experience, and behaviours clearly for each grade.</i></b>			
<b>Key Knowledge</b>	K1	Detailed knowledge of all national legislation and statutory requirements that underpins safe and excellent delivery of Children's Service	✓A
	K2	Knowledge of government guidelines and standards and professional codes of practice that support the delivery of safe, high-quality service	✓A
<b>Relevant Experience</b>	E1	Minimum five years' experience at Team Manager or Senior Social Work in Children's Social Care	✓A
	E2	A track record of effectively delivering safe services within a multi-agency framework, which has delivered excellent outcomes	✓A
	E3	A track record of leadership delivering service action plans, service plans and departmental targets within timescales	
	E4	A track record of consistently deli local and national performance ta timescales and within budget	✓A
	E5	Successful track record of project which translates strategies and plans operational realities	✓A
	E6	Experience of people management skills that demonstrates ownership and accountability; to include inter-personal and conflict management	
	E7	Experience of communicating to a variety of audiences, including the production of complex reports.	
<b>Qualification</b>	Q1	CQSW, DipSW or other HCPC recognised social work or social care qualification. A current HCPC registration certificate is required	✓A
<b>Core Values and Behaviours</b>		<p><b>Equity</b></p> <ul style="list-style-type: none"> <li>Listen to the views of others and ask for their opinions making sure that everyone in my team inputs into the things that matter.</li> <li>Ensure fairness and justice is at the heart of my decision making and support to my team and others.</li> <li>Take time to build trust, building the respect of our stakeholders and ensuring as a team we</li> </ul>	

		<p>take accountability for doing what we agree to do.</p> <ul style="list-style-type: none"> <li>• Develop others and ensure we work as <b>one team for Lambeth</b>, encouraging everyone to play their part</li> <li>• Take positive action to ensure <b>everyone</b> in my team has opportunities to <b>learn and grow</b> at work</li> <li>• Encourage everyone to <b>be themselves</b> at work and value who they are</li> <li>• I am inclusive and actively <b>celebrate diversity</b>, recognising everyone in my team as individuals.</li> </ul>	
		<p><b>Kindness</b></p> <ul style="list-style-type: none"> <li>• Treat each member of my team with <b>respect and dignity</b> just as I would want for myself.</li> <li>• <b>Encourage</b> each member of my team to do their very best work and am available to them to provide support and guidance.</li> <li>• Personalise my support to each team members and look out for them, lending a hand wherever I can</li> <li>• Encourage everyone to try and learn from mistakes and use integrity to take action with my team to put things right together</li> <li>• Work with empathy seeking to understand each and every member of team, their unique perspective and circumstances and ensure everyone is heard</li> <li>• Take the time to communicate, being honest, open and genuine and taking the time to get to know team members as individuals.</li> <li>• Show compassion and patience recognising that everyone in the team has unique experience and celebrating the great work they do for Lambeth.</li> <li>• 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.</li> </ul>	
		<p><b>Accountability</b></p> <ul style="list-style-type: none"> <li>• 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</li> <li>• 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.</li> </ul>	

		<ul style="list-style-type: none"> <li>• I ensure my team plan ahead, getting the basics right and take swift action when problems arise</li> <li>• I encourage my team to be risk aware and ensuring that our decisions and actions are informed and understood and communicated to others.</li> <li>• 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.</li> <li>• I share my learning, knowledge and skills with others thorough coaching and mentoring and encourage others to do the same.</li> <li>• I ensure that my team and I put residents, communities, customers and their needs at the centre of everything we do.</li> <li>• I encourage my team to learn and grow and ask questions to find the information they need to do their jobs</li> </ul>	
		<p><b>Ambition</b></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• Encourage my team to be flexible and try new things when it's appropriate to do so and tell me what could be improved.</li> <li>• Promote a one team for Lambeth approach reaching out to our stakeholders to face our challenges together</li> <li>• 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</li> <li>• I make time for the team to Innovate and look for creative ways to do things better, being curious about possibilities.</li> <li>• Positively challenge and encourage the team to collaborate and look for solutions together across service and team boundaries.</li> <li>• 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.</li> </ul>	