

Role Title	Practice Manager (Adult Social Care)
Job Family	Strategic People
Competency Level	Principal Officer/Manager
Pay Range / Scale	PO4-5
Purpose Reporting to a team manager, to coach, develop and manage a group of social workers and support staff, providing professional reflective supervision, complex case management, case direction, allocation, and support. To provide expertise and advice to manage risk, identify innovative solutions to challenges and advance the quality of professional practice to ensure it is consistent with the requirements of the Care Act 2014. To utilise various information sources to identify and respond to knowledge and skills gaps within the team to ensure interventions (including advice/signposting) maximise the wellbeing, safety, and independence of adult residents in need of care and support. To develop and maintain positive working relationships and partnerships with key stakeholders including service providers, relevant statutory bodies, partners, clients, and local communities in a multidisciplinary setting to achieve team and service-level objectives. To fulfil the role of practice manager in one of the following social work teams in Adult Social Care: ▪ Community Active Recovery Team (CART) – (Willow House, London E17 4UH) ▪ Hospital Active Recovery Team (HART) – (Whipps Cross Hospital, London E11 1NR) ▪ Occupational Therapy Team - (Willow House, London E17 4UH) ▪ Adult Review Team - (Waltham Forest Town Hall, Walthamstow, E17 4JF) ▪ Adult Safeguarding Team (Waltham Forest Town Hall, Walthamstow, E17 4JF) ▪ Adult Care Management Team (ACMT) - (Waltham Forest Town Hall, Walthamstow, E17 4JF) ▪ Community Learning Disability Team - (30 Coleridge Rd, E17 6QU)	
Generic Accountabilities	End Result/Outcomes
Plan and organise work to ensure the delivery of those aspects of the service for which responsible.	Work is completed on time and to the quality and standards required. Changes to priorities are accommodated. Service is delivered to organisational requirements and reflects customer and stakeholder requirements, within organisational constraints. Professional and legal compliance is assured.
Undertake / support consultation procedures. Identify issues, resolving as appropriate and escalating complex problems if necessary.	Activities are undertaken according relevant guidelines / regulations / procedures. Customer / stakeholder views are available to inform recommendations. Data and measurements are accurately recorded.

Collate process and analyse complex information. Ensure all required records and information are maintained correctly.	Information / applications are processed according to procedure. Information is managed efficiently and accurately. Data is recorded and stored in compliance with national standards and can be shared, as appropriate, with other agencies.
Prepare and present results / responses / reports / recommendations.	Accurate, complete and relevant information / reports are provided for internal and/or external use. Issues are clearly summarised, progress and implications are reported. The council's position is clearly stated.
Provide authoritative advice, guidance and support to colleagues, customers and stakeholders. Respond to and investigate enquiries / escalated complaints.	Information, advice and support are accurate, timely and constructive. Problems are identified. Issues are managed through to a satisfactory conclusion, or escalated if appropriate. Risk to the Council / customers is minimised.
Contribute to identifying and delivering information / activities to support service delivery / promote the service area /.	Requirements are effectively identified. All materials / activities are delivered to the required standards and timescales. Information / activities achieve desired results.
Challenge customers' practice and minimise risk, referring concerns to line manager.	Customer risks are assessed. Relevant health, safety and welfare requirements are met.
Work closely with others to clarify changing requirements. Identify, recommend and support the development and delivery of improvements. Contribute to the development and implementation of policies, procedures and systems.	Improvement opportunities and plans to achieve them are identified and recommended. Agreed improvements are developed, delivered and evaluated. Changes are effectively communicated to others.

Lead projects or improvement programmes, or contribute to the delivery of larger projects	Practical, effective solutions are developed and delivered in accordance with legislative requirements and good practice guidelines and address any relevant environmental / conservation / technical / design issues. Projects are delivered to agreed specification, timescales and budgets. All project documentation and reports are completed correctly.
Support others in their development, including external organisations / customers where appropriate.	Identify any changes that may impact the service / profession. Contribute to the development of others (e.g. through sharing knowledge and skills, acting as a coach or mentor, or providing feedback).
Develop good working relationships and communicate effectively with internal / external organisations / partners and stakeholders. Represent specialist area internally and / or externally. Model, demonstrate and promote good practice relevant to the role.	Relevant work area reputation is maintained or enhanced. Stakeholders are engaged with activity relevant to them. Positive feedback is received from stakeholders. Communications are clear, well planned and effective. Best practice is shared and promoted.
Support partnership agreements and partnership working within area of responsibility.	Activities which support partnership working are effectively delivered. Partnership working groups produce valid and timely outputs.
Contribute to service / business plans for area of responsibility and to wider service planning and development activities. Contribute to budget planning as required.	Service / business plans reflect input.
Quality check documents, decisions and / or presentations before delivery	All work meets the required standards
Act in accordance with all policies and procedures which apply to the job and understand the reasons for this.	All policies and procedures are complied with.

Job Specific Accountabilities: PO4	
To coach, develop and manage a group of social workers and support staff to ensure the best outcomes for residents in need of care and support	Assessments/reviews/support plans etc are completed to a high standard, within the relevant timescales and are effectively quality assured to maintain consistency Individual assets, community resources, relevant technology and/or equipment are fully utilised in the provision of care and support services to promote client wellbeing, safety and independence Vulnerable adults are effectively safeguarded, and the relevant safeguarding procedures are adhered to in accordance with legislative requirements (national and local) Team performance and outputs (quantitative and qualitative) are continuously improved in line with the relevant KPI's, objectives and frameworks, practice model, regulatory standards (CQC etc) Recording on the case management systems is accurate, concise and meets required practice standards Value for money is achieved
Support social workers and team managers to identify and implement improvements/ efficiencies to processes and practice and contribute to the positive direction of the team and service	Areas of poor practice are identified through a range of quality assurance activities, and the appropriate remedial action is taken An advanced knowledge of the relevant legislation can be clearly demonstrated and the relationship between legislative change (current and future) and the implications for social work practice are well understood Meetings, case conferences, reviews etc are chaired effectively and colleagues/partner organisations (internal and external) are constructively challenged when appropriate to promote the best outcomes for clients Data is used (various formats) to understand individual and team performance/productivity and promote team stability Data informs and shapes targeted responses to achieve improvements, efficiencies, and value for money Team managers and senior colleagues are supported with

	the development and implementation of new initiatives and operational systems Inclusive and anti-oppressive practice is modelled and encouraged, and any issues of concern are challenged
Demonstrate a strong level of experience in overseeing complex casework and assessing the care and support needs of clients	Skilled, specialised, and impactful social work interventions are outcomes focused, strengths-based and comply with the relevant legislation and practice standards (Care Act, Mental Capacity Act etc) Interventions respond effectively to some of the most challenging and complex levels of need. Care package agreements are predicated on a sustainable approach to resource allocation and funding for services is negotiated as and when required A critical knowledge of the range of theories and models for social work intervention is clearly evidenced in the management of professional practice A resilient and agile approach is taken to work effectively in a challenging and fast paced environment
Ensure the implementation of Making Safeguarding Personal (MSP)	Interventions prevent deterioration in health and wellbeing whilst effectively safeguarding adults at risk of abuse or neglect Practice complies with local and national safeguarding statutes and guidance
To be responsible for effective performance management	Staff performance and personal development objectives are aligned with, and support the achievement of team and service-level priorities Reports are analysed to inform and target improvements in practice Appraisals are used to help support the professional and personal development of staff and address any performance issues in a collaborative way
Job Specific Accountabilities: PO5	
Proactively identify opportunities to contribute to practice expectations in specialised area of practice	Take the role of Practice Educator (or attend the relevant training) for social work students as and when required Research is used to inform and support practice and professional knowledge in relation to Best Interest

	Decisions and Deprivation of Liberty Safeguards is shared (formally and informally) through the relevant events, networks, and forums A collaborative approach is adopted in the identification of staff learning and development needs in relation to Best Interest Decisions and Deprivation of Liberty Safeguards (PSW, team managers, audit and practice improvement, practice support, professional practice leads, etc)
Identify and pursue Continuing Professional Development (CPD) needs	The relevant learning and development opportunities (formal and informal) are fully utilised Reflective CPD log is regularly updated to evidence the acquisition of new knowledge, skills, and behaviours and inform future development needs
Proactively identify opportunities to contribute to practice expectations and develop/ enhance the professional practice of others	Research is used to inform and support practice and professional knowledge is shared (formally and informally) through the relevant events, networks, and forums Professional, reflective supervision is provided to social workers and support staff and challenges any notion of bias in practice A collaborative approach is adopted in the identification of staff learning and development needs (PSW, audit and practice improvement, practice support, professional practice leads, etc) The relevant staff are effectively supported, coached and mentored in this specialised area of practice A vibrant learning culture is promoted and sustained Drive change and embed new ways of working

Nature of Contacts

Typically involves direct contact with adults in need of care and support, social workers, social care support staff, practice managers, team managers and other senior colleagues across the authority, and external agencies/organisations providing advice.

Work directly with colleagues (internal and external), other providers and external agencies to gather and exchange information and co-ordinate actions in a multidisciplinary setting.

Develop sensitivity, persuasiveness, and negotiation and assertiveness skills to communicate with diverse audiences in emotive circumstances. Interact with people at all levels confidently, sensitively,

and diplomatically.

Provide specialist advice, guidance, and support on issues within area of responsibility; develop and maintain joint working and promote the Council position.

Consult with stakeholders to identify requirements. Communicate changes in policy and working practice to contacts.

Procedural Context

Manage complex / high risk issues within a framework of policy and regulatory guidelines. Objectives and targets are developed and agreed in line with the team and service plan. High level of discretion and use of initiative in deciding what course of action to take. Exercise expert and advanced judgement in assessing complex stakeholder requirements, potential risk and quality assurance of practice. Co-ordinate responses from other agencies on operational issues and to deliver services in partnership.

Expert knowledge and experience required to resolve highly complex issues, drive quality of professional practice, ensure value for money and proactively anticipate and mitigate challenges. Contribute to the design and develop innovative solutions which enhance the quality and efficiency of services and reputation of the council.

Deputise for the team manager as and when required and represent the service at departmental / other agency working parties.

Key Facts and Figures

Enhanced DBS

Professional registration with the relevant body (Social Work England, HCPC etc)

Enable others to understand changes and developments in relevant area and learn new processes / procedures

Responsible for coaching, developing, and managing a team of staff to deliver to agreed standards

Resourcing

Budget Responsibilities: **N**

Supervisory Responsibilities: **Y** (Operational and/or clinical supervision of up to 4 social workers and/or other team members as and when required)

Knowledge, Skills and Experience

PO4

- Relevant professional qualification and registration
- Experience of operating within the Care Act 2014
- Knowledge of relevant national and local policy, statutory guidance and legislation in relation to the provision of social care services
- Knowledge and understanding of the principles of confidentiality and information governance and how these apply to social care
- Knowledge and understanding of diversity and how it affects/impacts upon practice
- Strong written and oral communication and interpersonal skills with high level negotiation and influencing skills, and the ability to build effective relationships with colleagues and a range of external partners

- Ability to effectively engage with people in complex situations both short-term and build professional relationships over time
- Ability to engage in difficult conversations with people who may be resistant
- Ability to make skilled professional judgement for interventions including in crises and in response to challenge
- Ability to develop partnership relationships to work effectively in a multi-agency and multidisciplinary environment, demonstrating mutual professional regard and a collaborative approach to person centred working
- ICT skills
- A proven record of successfully providing operational management of the direct provision of high quality multi-disciplinary services
- Engagement in Continuing Professional Development (CPD)
- Proven track record of developing the professional practice of others to meet the diverse care and support needs of the community
- Experience of developing effective partnerships with statutory agencies and voluntary organisations
- Demonstrable track record of working in conjunction with social work staff, managers and partners and clients to achieve service improvement
- Experience of contributing to team improvement
- Experience of being accountable for managing the performance of people and management systems
- Experience of managing projects successfully
- Experience of successfully influencing and an organisations practice and outcomes
- Knowledge of statutory framework for the safeguarding of vulnerable adults
- Ability to share professional practice knowledge and skills with colleagues through staff events, forums etc
- Ability to manage culture change within a team
- Ability to demonstrate a commitment to valuing diversity and promoting equality
- Ability to manage, motivate, coach, and develop staff to achieve individual, team and service level objectives and priorities
- Ability to promote a compelling vision and take action to deliver improved outcomes
- Ability to work with partners to seek new and better ways of doing things

PO5

- Advanced knowledge of relevant national and local policy, statutory guidance and legislation in relation to the provision of social care services (The Mental Capacity Act 2005, DoLS, The Care Act 2014, Codes of Practice etc)
- Ability to manage culture change within a team
- Strong ICT skills
- Substantial experience as a Practice Manager
- Ability to manage, motivate, coach, and develop staff to achieve individual, team and service level objectives and priorities
- Proven track record of developing the professional practice of others to meet the diverse care and support needs of the community
- A proven record of successfully providing operational management of the direct provision of high quality multi-disciplinary services
- Advanced knowledge and understanding of diversity and how it affects/impacts upon practice
- Substantial engagement in Continuing Professional Development (CPD)

Indicative Qualifications

Educated to degree standard or equivalent

Relevant professional qualification and registration (Social Work England, HCPC etc)

Evidence of Continued Professional Development

The above profile is intended to describe the general nature and level of work performed by employees in this role. It is not intended to be a detailed list of all duties and responsibilities which may be required. This role

profile will be supplemented and further defined by annual objectives, which will be developed in conjunction with the post holder. It will be subject to regular review and the Council reserves the right to amend or add to the accountabilities listed