

Role Title	Team Manager - Permanence & Post Order – (Children Social Care)
Job Family	Strategic People
Competency Level	Manager/Senior Manager
Pay Scale	PO8 – PO9
Purpose	
Reporting to a Head of Service, to work closely with a range of social work professionals, managers and senior leaders to develop a strategic vision for the team and fostering service in accordance with the relevant legislation, regulations and practice standards (Fostering Minimum Standards, Safeguarding and Fostering Legislation and Care Planning Regulations etc) To support with the development and implementation of team and service-level plans and strategies, policies, risk management, practice standards, quality assurance and other practice improvement measures related to Permanence and Post Order in the service. To coach, manage and support social workers in SGO, Connected Persons and Post Order Support team to ensure that the range of assessments (Viability/Schedule 4/Connected Person/SGO) are completed within court timelines, predicated on sound judgement and decision making, safeguard children and young people and achieve the best possible outcomes. To exercise effective case management/oversight of supervision of Regulation 24 carers and unregulated placements and be responsible for pre and post SGO support services that includes assessment of need, provision of services and Adoption Support Fund (ASF) applications. To attend the relevant meetings (Legal Planning Meetings/Permanency Planning etc) and Permanency Supervision Groups and work closely with partner Agencies (Grand Parent Plus & PAC UK etc) in the provision of SGO related services for SGO carers pre and post order. To work closely with the Head of Service in reviewing service level agreements for partner agencies To develop and maintain positive working relationships and partnerships with key stakeholders including external service providers, relevant statutory bodies, partners and clients and local communities to achieve the objectives identified in the relevant team, service plan and wider corporate strategy.	
Generic Accountabilities	End Results/ Outcomes

Plan and ensure service delivery within a complex / diverse service area. Control operational activities within the service area and ensure professional standards are delivered.	The service is delivered to the quality, Council, professional and legislative standards required. Integrated service development and delivery is informed by client, partner and stakeholder views, latest thinking, good practice and legislative requirements. Corporate strategies are effectively implemented
	within area of responsibility. External inspections are managed effectively. Service delivers excellent customer service.
Manage responses to complex professional or politically sensitive issues within the area of responsibility. Manage key relationships with delivery partners /providers /suppliers to commission / manage / evaluate / enhance appropriate service delivery / capacity within area of responsibility.	Expert opinion, advice, supports and interpretation is provided on all aspects of the area of responsibility, including major decisions. Major issues are managed through to a satisfactory conclusion. Feedback and complaints procedures are developed and managed. Complaints are effectively resolved. Customer outcomes are clearly understood and specified. Services / goods are delivered on time, to budget and standards agreed. Opportunities to improve delivery / capacity of provision are proactively identified and actioned. Suppliers and supply chains are resilient and adaptable to meet changing needs. Expected operational efficiencies are realised.

Develops service plans to meet strategic business goals. Ensure compliance with all internal and external standards.	Service plan and targets for area of responsibility are developed from Council's overall strategic directives and agreed and communicated within required timeframe. Strategic and operational input is provided to wider business planning and development. Progress against objectives is effectively monitored and delivered.
Ensure the development and delivery of continuous improvements in all aspects of the service.	Improvements are developed and delivered effectively. Stakeholder requirements are met.
Lead, motivate and develop staff to create and maintain a highly competent and participative workforce.	The team is highly competent, effective, motivated and outcomes focussed. Recruitment, induction, development, performance reviews, employee relations and all HR processes and planning is completed to the required standards and timescales. Effective team meetings take place to required timescales.
Identify, secure, deploy and manage the resources necessary for the professional service area to meet/exceed its objectives.	Resources including equipment, people, and systems are utilised optimally and efficiently. Annual budget is planned, developed and delivered. Value for money is maximised. Financial expenditure and financial integrity are controlled to assure regulatory and Council policy compliance.
Ensure the necessary standards relating to safeguarding best practices/protocols are effectively communicated, monitored and maintained.	Safeguarding standards are monitored and maintained in compliance with Council policy. Appropriate safeguarding training is provided.

Implement a risk management programme and advise on issues affecting Council service areas.	Business threatening situations are recognised, planned for and managed or escalated as appropriate. Systems and governance are in place to and respond promptly to critical events. Continuous service is provided.
Ensure the successful implementation of health and safety legislation, policies and practices.	Risks to staff and others are assessed and managed. Suitable health and safety instruction and training are provided. There is a safe working environment.
Job Specific Accountabilities PO8	
To provide leadership and professional management, coaching, supervision, and support to the social workers in SGO, Connected Persons and Post Order Support team	Assessments (Viability/Schedule 4/Connected Person/SGO) are completed within court timelines, quality assured, predicated on sound judgement and decision making, accurately identify need/s and safeguard children and young people to achieve the best possible outcomes Effective case management/oversight is exercised in relation to supervision of Regulation 24 carers and

	unregulated placements Pre and post SGO support services (needs assessment, Adoption Support Fund (ASF) applications etc) are effective and delivered to a high standard through collaborative working with partner agencies Professional practice is compliant with Fostering Minimum Standards, Safeguarding and Fostering Legislation and Care Planning Regulations. A National Minimum Standards compliant service is delivered Team performance and outputs (quantitative and qualitative) are continuously improved in line with the relevant KPI's, strategic objectives and frameworks, practice model, regulatory standards (Ofsted etc) Recording on the case management systems is accurate, concise and meets required practice standards
Carry out all duties with an awareness and understanding of the Safeguarding requirements within area of responsibility	Vulnerable children are effectively safeguarded, and the relevant safeguarding procedures are adhered to in accordance with legislative requirements (national and local) Work complies with all safeguarding policies and procedures that apply to the role Behaviours and actions support the safeguarding of children and young people as appropriate The relevant meetings are attended (Legal Planning Meetings/Permanency Planning etc) and there are no delays in filing court ordered assessments
To ensure service continuity and effective risk management in relation to service delivery	A robust Business Continuity Plan (team level) is in place to effectively manage risk and mitigate against any potential disruptions to service provision The Corporate Risk Management Framework is clearly understood Essential services continue to be delivered in local emergency situations

	Other managers and the relevant Head/s of Service are supported as and when the need arises
To drive an organisational culture of high support, high challenge and promote anti-discriminatory practice	Fostering social work professionals are provided with high quality, reflective supervision that challenges any notion of bias in practice Case file audits are completed on a regular basis and peer reviews are used as part of the quality assurance of case work Regular attendance and consistent oversight is provided in relation to Permanency Supervision Groups (group/reflective supervision) Meetings, reviews etc are chaired effectively and colleagues/partner organisations (internal and external) are constructively challenged when appropriate/relevant to promote the best outcomes
To be responsible for effective performance management	Staff performance and personal development objectives are aligned with, and support the achievement of team and service priorities Reports are analysed to inform and target improvements in practice. Research is utilised to support staff in their professional practice Appraisals are used to help support the professional development of staff and collaboratively address any performance issues
PO9	
Job-specific responsibilities	

Support the relevant Head of Service and other senior colleagues to implement improvements/ efficiencies to processes and practice and contribute to the positive direction of the service	An advanced knowledge of the relevant legislation, regulations and practice standards in relation to fostering can be clearly demonstrated The relationship between legislative change (current and future) and the implications for professional social work practice in fostering are well understood Deputise for other team managers and the relevant Head of Service as and when required Service level agreements for partner agencies are reviewed to ensure they are effective and fit for
	purpose Drive change and embed new ways of working
Ensure data (quantitative and qualitative) informs practice and wider service development (including succession planning etc)	A strong level of data literacy can be demonstrated Data is used (various formats) to understand individual/team/service-level performance and productivity and promote team stability Data informs and shapes targeted responses to achieve improvements, efficiencies, and value for money Data is used to demonstrate impact and insights from datasets (various) are effectively communicated to staff
Develop the professional practice of others	Research is used to inform practice and expert professional knowledge is shared (formally and informally) through the relevant events, networks, and forums Represent the service in the relevant events, networks, and forums as and when required Complex ideas are presented concisely A coaching approach is used to enable staff to reach their potential A vibrant learning culture is promoted and sustained

	and acted upon to enhance service delivery
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Nature of Contacts

Social workers, team managers (including deputy), practice leads, Heads of Service, Assistant Directors, key stakeholder's including partners and providers, to identify / meet requirements, generate and co-ordinate original ideas and develop council and partnership wide policy and service delivery. To provide expert advice, guidance, and support on highly complex / sensitive issues. Communicate changes in policy, strategies and working practice both internally and to partner organisations / stakeholders.

Build and sustain effective relationships with all internal and external stakeholders. Work in partnership with internal and external contacts to develop and maintain joint working and promote the Council position. Co-ordinate partnership working activities and internal / external working groups. Influence their decisions.

Lead on the development and implementation of new initiatives and systems at an operational level and contribute to these areas on a strategic level	Contribute to the production of service plans Existing team and service provision is evaluated, taking account of feedback and broader external developments to future proof the service and drive quality, efficiency, continuity and achieve service plan objectives Work with a range of agencies and partners to develop services in accordance with government policies, and promote and coordinate initiatives Liaise internally and externally to ensure the team/service issues are appropriately represented
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Procedural Context

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

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

Deputise for other team managers and/or the Head of Service as and when required.

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 leading and managing a team of staff to deliver to agreed standards

Resourcing

Budget Responsibilities: Y (Up to £1,700,000)

Supervisory Responsibilities: Y (Up to 9 staff)

Knowledge, Skills and Experience

PO8

- ☐ Relevant professional qualification and registration
- ☐ A proven record of successfully providing operational leadership and management of the direct provision of high-quality services
- ☐ Experience of budget monitoring and management
- ☐ Engagement in Continuing Professional Development (CPD)
- ☐ Proven track record of developing a service to meet the diverse needs of the community
- ☐ Experience of developing effective partnerships with statutory agencies and voluntary organisations
- ☐ Demonstrable track record of working in conjunction with managers, senior managers, partners, and clients to achieve service improvement
- ☐ Experience of operating within the relevant legislation, regulations and minimum standards
- ☐ Experience of contributing at an operational level in delivering service improvement
- ☐ Experience of being accountable for managing the performance of people and management systems
- ☐ Experience of managing projects successfully
- ☐ Experience of managing culture change within a team or service
- ☐ Experience of successfully influencing and an organisations practice and outcomes
- ☐ Knowledge of statutory framework for the safeguarding of children
- ☐ Ability to deliver presentations or contributing to seminars or training events
- ☐ Ability to demonstrate a commitment to valuing diversity and promoting equality
- ☐ Ability to manage, motivate and develop staff to achieve organisation priorities
- ☐ Ability to promote a compelling vision and take action to deliver improved outcomes
- ☐ Ability to work both corporately and with partners to seek new and better ways of doing things

Knowledge, Skills and Experience

PO9

- Relevant professional qualification and registration
- Demonstrate high level of engagement in Continuing Professional Development (CPD)
- Substantial experience at a management level in specialist area and success in leading, motivating, coaching, mentoring and developing others
- Extensive, sophisticated, and up to date working knowledge of relevant national and local policy, statutory guidance, practice standards, regulations and legislation in relation to the provision of the relevant service (fostering regulations and Minimum Standards)
- Comprehensive knowledge and awareness of broader contextual factors affecting local and national service delivery
- Ability to exercise a significant degree of critical and constructive thinking and demonstrate evaluative judgement
- Strong level of data literacy
- Good knowledge of concepts of change management, project management and their practical application

- Proven ability to manage budgets and available resources to deliver effective support to area of responsibility
- Excellent 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
- High level problem solving and analytical skills with the capacity to devise and implement innovative solutions for strategic change
- Proven ability to assess risks and benefits and respond appropriately

Indicative Qualifications

Educated to degree standard or equivalent

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