

Role Title	Team Manager (Children's Social Care)
Job Family	Strategic People
Competency Level	Manager/Senior Manager
Pay Scale	PO8 – PO9
Purpose	
<p>Reporting to a Head of Service, lead a team of qualified social workers to deliver a high-quality assessment, safeguarding and / or children in care service.</p> <p>To lead meaningful and effective social work to children, young people and their families / carers through the promotion of reflective, relationship-based practice that reduces risk, safeguards children and promotes their best interests.</p> <p>To work closely with senior leaders to develop a strategic vision for the service within the complex statutory framework of social care legislation. To support with the development and implementation of strategies, policies, service plans, risk management, practice standards, quality assurance and other practice improvement measures.</p> <p>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 the objectives identified in the relevant service plan and wider corporate strategy.</p> <p>To coach, support and manage one of the following social work teams in Children's Social Care:</p> <ul style="list-style-type: none"> ▪ Multi-Agency Safeguarding Hub (MASH, Willow House) ▪ Assessment service (LB Waltham Forest Town Hall) ▪ Safeguarding service (LB Waltham Forest Town Hall) ▪ Corporate parenting service ((LB Waltham Forest Town Hall) 	
Generic Accountabilities	End Results/ Outcomes
<p>Plan and ensure service delivery within a complex / diverse service area.</p> <p>Control operational activities within the service area and ensure professional standards are delivered.</p>	<p>Ensure the service is delivered to the quality, Council, professional and legislative standards required.</p> <p>Use strengths-based conversations to co-produce outcome-focused assessments and plans that draw on strengths, build capacity and effectively safeguard children.</p> <p>Integrate partner and stakeholder views, latest thinking, good practice and legislative requirements into service delivery.</p>

	<p>Effectively implement corporate strategies within area of responsibility.</p> <p>Effectively manage external inspections.</p> <p>Ensure the service delivers excellent customer service.</p> <p>Use language that is culturally aware when interacting with families.</p>
Develop team plans to meet strategic business goals. Ensure business plans align with wider service plans.	<p>Use the department's overall strategic directives to develop the team plan and targets for your area of responsibility and agree and communicate these within the required timeframe.</p> <p>Provide strategic and operational input to wider business planning and development, including liaison/links with partner organisations.</p> <p>Effectively implement, monitor and deliver progress against objectives.</p>
Assure professional standard of case management and the effective management of risk within the service area.	<p>Deliver the full range of statutory assessments to the required high-quality standard.</p> <p>Effectively deliver, co-ordinate & monitor provision of agreed intervention to support children and young people to achieve their identified outcomes.</p> <p>Manage complex and high-risk casework in line with quality, national and legislative standards.</p> <p>Implement statutory duties where required.</p> <p>Ensure effective safeguarding of vulnerable individuals.</p>
Advise senior managers on issues relevant to the service area. Provide professional support, challenge and advice to colleagues, managers and partner organisations.	<p>Provide expert professional advice, interpretation, information, support and challenge to Waltham Forest and external parties on the full range of operational, legislative and strategic issues within the field of expertise.</p> <p>Effectively manage responses to major corporate or partner initiatives and complex operational issues.</p> <p>Keep service up to date of relevant information, new developments, practices, research findings and trends.</p>

	<p>Responses to major corporate or partner initiatives / complex operational issues are managed effectively.</p> <p>Major issues are managed through to a satisfactory conclusion with final decisions being made by Head of Service/Senior Management.</p> <p>Feedback and complaints procedures are developed and managed. Complaints are effectively resolved.</p>
Lead, motivate and develop staff to create and maintain a highly competent and participative workforce.	<p>Build a highly competent, effective, motivated and outcome focussed team.</p> <p>Provide a trusting and supportive environment for staff to feel a sense of shared responsibility and camaraderie. Encourage staff to share their experiences and seek support from their peers.</p> <p>Complete recruitment, induction, development, performance reviews, employee relations and all HR processes and planning to the required standards and timescales.</p> <p>Ensure effective team meetings take place to required timescales.</p> <p>Ensure the workforce development strategy is implemented, including the induction of new staff.</p> <p>Regular supervision is undertaken, and clear objectives set and monitored through the Council's Appraisal process.</p>
Manage the resources necessary for the professional service area to meet/exceed its objectives.	<p>Use resources including equipment, people, and systems optimally and efficiently.</p> <p>Plan, develop and deliver the annual budget. Maximise value for money.</p> <p>Control financial expenditure and financial integrity to assure regulatory and Council policy compliance.</p>

Prepare and present a full range of reports (both standard and non-standard) covering area of responsibility.	<p>Prepare, distribute and present reports to the appropriate committee to the required standards and timescales.</p> <p>Make evidence-based recommendations.</p>
Ensure the successful implementation of health and safety legislation, policies and practices.	<p>Assess and manage risks to staff and others.</p> <p>Provide suitable health and safety instruction and training.</p> <p>Ensure a safe working environment for staff.</p>
Act in accordance with all policies and procedures which apply to the job and understand the reasons for this.	Comply with all policies and procedures.
Job Specific Accountabilities (PO8):	
To provide leadership and professional management, coaching, supervision and support to a team of social workers and other social care staff as necessary, to safeguard children and promote positive outcomes	<p>Children are effectively safeguarded, and the relevant safeguarding procedures are adhered to in accordance with legislative requirements and local guidance</p> <p>Ensure those under your supervision develop assessments and plans that are legislatively compliant, adhere to local practice standards, are of high quality and are reviewed within relevant timescales.</p> <p>Team performance and outputs (quantitative and qualitative) are continuously improved in line with the relevant KPI's, strategic objectives and frameworks, practice model and regulatory standards.</p> <p>Oversee recording on the case management systems so that it is accurate, concise and meets required practice standards</p> <p>Participate in regular audits and peer reviews to quality assure work across children's social care.</p> <p>Participate in quality assurance meetings.</p> <p>Attend Court as an expert witness where necessary.</p>

<p>To ensure service continuity and effective risk management in relation to service delivery</p> <p>Act as responder to deliver an Emergency Rest Centre response.</p>	<p>A robust Business Continuity Plan (team level) is in place to effectively manage risk and mitigate against any potential disruptions to service provision</p> <p>The Corporate Risk Management Framework is clearly understood</p> <p>Essential services continue to be delivered in local emergency situations</p> <p>Other team managers and the relevant Head/s of Service are supported as and when the need arises</p> <p>Act as the Emergency Rest Centre Manager when required on a rota basis (in/out of hours) in response to major emergencies as part of Business Continuity plans. In this role, ensure that people affected by emergencies are adequately supported and response centres operate effectively following any major emergency.</p>
<p>To be responsible for effective performance management</p>	<p>Staff performance and personal development objectives are aligned with, and support the achievement of, wider service priorities</p> <p>Reports are analysed to inform and target improvements in practice. Research is utilised to support staff in their professional practice</p> <p>Appraisals are used to help support the professional development of staff and collaboratively address any performance issues</p> <p>Allocate and schedule work appropriately, and ensure it is quality assured and audited. Ensure team completes all work on time and to the required standards.</p>
<p>Deliver culture change within the organisation.</p>	<p>Lead the delivery and ongoing development of Waltham Forest's relational practice model for children's social care.</p> <p>Develop and manage the team and their practice to deliver new ways of working in response to national and local change programmes.</p>

<p>To drive an organisational culture of high support, high challenge and promote anti-discriminatory practice</p>	<p>Social care professionals are provided with high quality, reflective supervision that challenges any notion of bias in practice</p> <p>Case file audits are completed on a regular basis and peer reviews are used as part of the quality assurance of case work</p> <p>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 children</p>
<p>Ensure there is a continuity of service.</p>	<p>Ensure service delivery is maintained to agreed standards by providing cover in the absence of a team manager colleague, as directed by a Head of Service or Assistant Director.</p> <p>Deputise for the Head of Service as required.</p>
<p>Chair meetings and reviews.</p>	<p>Undertake meetings, case conferences and reviews, ensuring that a multi-disciplinary approach is adopted and that an accurate record of decisions is kept.</p> <p>Chair Child Safeguarding, Case Conference, Review and other meetings as required.</p>
<p>Manage team's performance effectively.</p>	<p>Take overall responsibility for quantitative and qualitative performance management for the team.</p> <p>Analyse and utilise reports to understand and improve the performance and productivity of individuals and the team.</p> <p>Adapt supervision to be cognizant of supervisees' cultural orientation, background and values.</p> <p>Identify performance issues and take timely action to remedy them.</p> <p>Work in partnership with HR to manage and resolve performance issues within Council procedures.</p>
<p>Maintain strong partnerships with outside organisations.</p>	<p>Contribute to service development in conjunction with partner organisations to improve services for local residents.</p>

PO9

Job-specific responsibilities

Support Heads of Service and other senior colleagues to implement improvements/ efficiencies to processes and practice and contribute to the positive direction of the service	<p>An advanced knowledge of the relevant legislation can be clearly demonstrated</p> <p>The relationship between legislative change (current and future) and the implications for social work practice are well understood</p> <p>Deputise for other team managers and the relevant Head/s of Service as and when required</p> <p>Drive change and embed new ways of working</p>
Ensure data (quantitative and qualitative) informs practice and wider service development (including succession planning etc)	<p>A strong level of data literacy can be demonstrated</p> <p>Data is used (various formats) to understand individual/team/service-level performance and productivity and promote team stability</p> <p>Data informs and shapes targeted responses to achieve improvements, efficiencies, and value for money</p> <p>Data is used to demonstrate impact and insights from datasets (various) are effectively communicated to staff</p>
Develop the professional practice of others	<p>Research is used to inform practice and expert professional knowledge is shared (formally and informally) through the relevant events, networks, and forums</p> <p>Represent the service in the relevant events, networks, and forums as and when required</p> <p>Complex ideas are presented concisely</p> <p>A coaching approach is used to enable staff to reach their potential</p> <p>A vibrant learning culture is promoted and sustained</p>
Lead on the development and implementation of new initiatives and operational systems	<p>Contribute to the production of service plans</p> <p>Existing service provision is evaluated, taking account of feedback and broader external developments to future</p>

	<p>proof the service and drive quality, efficiency, continuity and achieve service plan objectives</p> <p>Work with a range of agencies and partners to develop services in accordance with government policies, and promote and coordinate initiatives</p> <p>Liaise internally and externally to ensure the department/service issues are appropriately represented and acted upon to enhance service delivery</p>
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Nature of Contacts

Senior managers, directors, members and equivalent level external contacts, key stakeholder's 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.

You will be expected to attend court e.g. Court of Protection and tribunals as an expert witness. You will chair meetings of internal/external partners and other agencies to manage complex cases.

You will develop working relationships with a diverse range of internal and external contacts/partners to generate and co-ordinate original ideas and policy/practice developments, share best practice and ensure the integration of related projects/programmes. You will aspire to co-produce with stakeholders.

You will co-ordinate responses from other agencies on operational issues and to deliver services in partnership.

We know that relationships make the difference, and as team manager you will be expected to lead with cultural competence and sensitivity. The ability to influence and motivate are fundamental to the role. Sensitivity, persuasiveness, negotiation and assertiveness skills are required to communicate with diverse audiences.

You will have direct line management of a team of staff.

You will be a member of the Children's Social Care Management Team.

Procedural Context

We believe that a family is the best place for a child or young people to grow up and thrive. The solution to most difficulties can be found within families and their networks. This understanding informs our approach.

In this role, you will control the deployment and allocation of service resources within the overall corporate and legislative framework. You are accountable for the performance of the service area against agreed objectives. You will develop a service plan for your area of responsibility and contribute to long-term wider service planning. You are professionally accountable for interventions within your area of responsibility.

You will support social workers to manage highly complex / high risk issues within a framework of policy and regulatory guidelines. You will need to demonstrate creative and innovative problem solving of complex issues, often in situations where there is ambiguity and a significant degree of judgement is required in relation to risks outside the remit of existing policy. You will think and act strategically in decision making in a complex professional and political environment.

Objectives and targets will be developed and agreed in line with service plan. You will demonstrate a high level of discretion and use of initiative in deciding what course of action to take, exercising expert and advanced judgement in assessing complex stakeholder requirements, potential risk and managing quality assurance of service. You will co-ordinate responses from other agencies on operational issues and to deliver services in partnership.

Significant expert knowledge and experience is required to resolve highly complex issues, drive efficiencies, ensure value for money and proactively anticipate and mitigate challenges. You will help design and develop innovative solutions which enhance the quality and efficiency of services and reputation of the council.

You will be responsible for developing policies and procedures and strategy for your own area. You will lead in partnership development, working with a range of agencies and extended services to meet strategic, legislative and Government policy requirements.

You will deputise for the Head of Service as 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:

- Up to £5M
- Managing the team staffing budget
- Managing individual care package requests to ensure best value for money to meet the assessed needs and outcomes of individuals
- Managing the impact of spend on the care package budget

Supervisory Responsibilities:

- Operational and/or clinical supervision of a team of social workers and/or other team members as required

Competency Level: Senior Manager

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 multi-disciplinary 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 Members and/or senior managers and partners and service users to achieve service improvement
- Experience of operating within the Children Act 1989, Children Act 2004 and other legislative frameworks concerned with children and their families.
- 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 an organisation
- 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

PO9

- Relevant professional qualification and registration
- Substantial engagement in Continuing Professional Development (CPD)
- Substantial experience at a senior management level in specialist area

- Extensive, sophisticated, and up to date working knowledge of relevant national and local policy, statutory guidance and legislation in relation to the provision of children's social care
- Comprehensive knowledge and awareness of broader contextual factors affecting 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
- Substantial experience in successful leading, motivating, coaching, mentoring and developing staff

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.