



**Job Profile comprising Job Description and Person Specification**

**Job Description**

<b>Job Title:</b> Team Manager –	<b>Grade:</b> PO6
<b>Section:</b> Children Looked After	<b>Directorate:</b> Children’s Services
<b>Responsible to following manager:</b> Service Manager	<b>Responsible for following staff:</b> <u>Woking Close-</u> 9 social workers (including ATM’s) 4 Family Assessment Workers Business support officer  <u>Falcon Grove-</u> 5 social workers (including ATM’s) 6 Family Assessment Workers 3 Residential Shift Workers Approx. 1-15 Casual Staff Business Support Officer
<b>Post Number/s:</b> S7301 – Falcon Grove S7415 – Woking Close	<b>Last review date:</b>

**Working for the Richmond/Wandsworth Shared Staffing Arrangement**

This role is employed under the Shared Staffing Arrangement between Richmond and Wandsworth Councils. The overall purpose of the Shared Staffing Arrangement is to provide the highest quality of service at the lowest attainable cost.

Staff are expected to deliver high quality and responsive services wherever they are based, as well as having the ability to adapt to sometimes differing processes and expectations.

The Shared Staffing Arrangement aims to be at the forefront of innovation in local government and the organisation will invest in the development of its staff and ensure the opportunities for progression that only a large organisation can provide.

**WANDSWORTH FAMILY ASSESSMENT CENTRES**

Wandsworth Children’s Services has 2 Family Centres which provide specialist residential/ community- based parenting assessments and programmes of intervention to families with young children in need or at risk of harm. The service is targeted to meet



the needs of families who face significant challenges and difficulties in their capacity to parent, and where court proceedings have been initiated or are being considered.

Falcon Grove is the borough's residential Family Centre and works with families in self-contained residential accommodation at Falcon Grove as well as undertaking home-based and community-based work. Woking Close is the community-based centre, working with families in their own homes and in the community and also provides the department's Family Group Conference Service.

Centre Managers have a key role in developing and managing a high standard of service. Responsibilities include overseeing and managing the work of the Assistant Team Managers, Social Workers and Family Assessment Workers to ensure high quality intervention and assessment. The post entails management of a high level of risk and requires the ability to make independent, complex practice decisions. The centres provide high quality assessment reports and the majority of the work is within legal proceedings, requiring evidence to court.

### **Job Purpose**

The core purpose of the role is to ensure that all children remain safe and have improved outcomes as a result of the provision of high quality, targeted assessment and intervention.

The post holder will oversee the provision of expert assessments and interventions to children and their families.

- To hold a lead role in the management of the service.
- To oversee and develop the centre's work in conjunction with the Assistant Team Managers and to allocate specified caseloads to staff in the team.
- To ensure high standards of service to the children and families who use the centre and to all agencies involved in working with them.
- To hold responsibility for key decisions made in the service in relation to safeguarding children and management of risk.

### **Important Internal Relationships:**

- All teams and staff within the Children and Families division and Safeguarding Standards Service.
- Heads of Service, Service Managers and Team Managers across Wandsworth Children's Services
- All staff across commissioning, Prevention and Early intervention and Education, Performance and Planning.
- Colleagues from teams across the Shared Staffing Arrangements (SSA)

### **Important external relationships:**



- Children, young people and their families
- All relevant partner organisations that Wandsworth Children's Services works in partnership with including schools, external service providers and the private and voluntary sector including foster carers and residential care providers; Police; Probation, representatives of the court including solicitors and Guardians
- Representatives of the key government departments, national bodies and networks
- Local residents and other customers
- You will also be expected to maintain positive relationships with other Local Authorities who commission our services.

### **Specific Duties and Responsibilities**

There are 6 key elements to the role of a Team Manager in Wandsworth Children's Services these are:

1. Effective team management
2. Delivery of high quality, reflective supervision
3. Effective management oversight
4. Quality assurance
5. Performance Management
6. Effective management and delivery of change

### **Team Management:**

- To manage a team of staff including recruitment/retention, induction, training and development, performance management, disciplinary/capability, and succession planning.
- To manage the delivery and performance of the Team; to ensure that all casework is assessed, prioritised and actioned appropriately; to ensure that all children and their families receive a suitable response that meets their assessed needs.
- To manage the allocation of workload across the team to agreed service priorities, (this includes assessing the level of service to be offered, prioritising and allocating incoming work to team members, following procedures and guidance and with due regard to agreed priorities). To actively monitor and review case records and plans; addressing any workload management, performance, and/or quality issues as they arise.
- To lead the investigation and response to complaints from service users/relatives/carers.
- Where required to control, as purchaser, the budget allocated to the team ensuring that financial resources are deployed to maximum effect within Council policy and Departmental procedures and guidelines and ensuring that the budgets are not overspent. Where appropriate through the Team Administrator provide team

members and appropriate managers with regular and up-to-date information on the state of the budget. Where appropriate to take responsibility for authorisation of expenditure at delegated level. To monitor petty cash expenditure, ensuring an even cash flow and accurate records and returns. To manage the centre's petty cash bank account and to be a designated signatory. To provide records and information as required by internal and external auditors.

- To develop and maintain effective internal and external working relationships and professional networks; ensure a positive working relationship within the team, promoting strategies for collaboration and a supportive team culture.

#### Supervision:

- To provide high quality reflective professional supervision and appraisal to direct reports which results in consistent high standards of casework across the Team; and assure the quality and effectiveness of supervision provided to staff within the Team by other staff (i.e. Assistant Team Managers).
- To hold staff meetings and provide team discussion / training forums, where good practice standards can be regularly addressed and developed.
- To make effective use of supervision and appraisal as an opportunity to critically reflect on casework and to identify learning and development needs to continually improve upon practice; and to support CPD. To demonstrate the standards of proficiency as required by the HCPC in order to maintain individual registration.

#### Management Oversight

- To assure the quality, effectiveness and appropriateness of work provided by the team; ensuring that all assessments and interventions are conducted in accordance with legislative requirements, the Department's Practice Standards, all relevant policies and procedures and agreed performance targets.
- To raise and address (where appropriate) issues of poor practice, internally through the organisation, and then independently if required.
- To highlight areas of best practice and embed this learning across the team and wider through the division.
- To provide expert professional advice and support in relation to case work; ensuring that the team is fully compliant with the law and regulations; ensuring legal advice is taken and acted upon as required; representing local authority and presenting evidence and information at court as require.
- To ensure that all information systems and case records across the team are of high quality and are up to date; support good practice and maintain a focus on positive outcomes for children and their families.
- To maintain and provide management information and activity data on the workload of the team and the centre's capacity, ensuring that such information is accurate and available on time.

#### Quality Assurance



- To undertake a range of quality assurance activity, including peer auditing, auditing of casework across the service in line with the Children's Services Quality Assurance Framework.
- To embed the learning from inspections, team learning and/or audits into the practice of the team

#### Performance Management.

- To identify where team or individual performance is excellent and can be shared with other staff and where performance can be improved; to develop and deliver SMART action plans to address performance issues and ensure high standards of practice across the Team.

#### Managing and driving change.

- To anticipate and positively manage change drawing on practice information, data and analysis; ensure that the team is aware of changing trends and national policy that impact on service users.
- To contribute to the development and implementation of policies and procedures for the relevant Service area
- To contribute to development of strategy and local policy across the wider service area.
- To participate as required in any relevant departmental working groups related to the development of services to families with young children; and any other groups as agreed by Service and department leads.

#### Other duties.

- The post holder will be expected to do some work outside of office hours and at weekends as part of their scheduled working week
- The Residential Family Centre Manager is registered with OFSTED and required to ensure the centre complies with the Care Standards Act 2000 and National Minimum Standards for Residential Family Centres.
- To support the marketing of the service in agreed areas where income is being generated.
- To organise rotas of team members to deploy staff to meet the needs of the service. To ensure an even presence of staff, while maintaining flexibility to meet situations of fluctuating demand and management of risk within the building.
- To manage the building where you are based, to include repairs, maintenance, facilities and equipment. To ensure that the building complies with health and safety requirements and that the fabric of the building is safeguarded in conjunction with the sector administration, H&S and premises sections. To carry out building risk assessments in relation to staff and service user safety.

### **Generic Duties and Responsibilities**



- To keep knowledge up to date of changing contexts at local and national level, and take account of these in social work practice; modelling the social work role and contributing to the public face of the organisation.
- To lead the development and implementation of innovative ways of working, taking into account research and experience from own and other services.
- To promote and, where appropriate, lead the development of strategy/services/policies for specialist field; initiate and undertake research in own field.
- To work with the organisation to ensure that the Standards for Employers of Social Workers and Supervision framework is embedded across the service to maintain high standards of social work practice.
- To contribute to the continuous improvement of the services for children and young people in Wandsworth.
- To comply with relevant Codes of Practice, including the Code of Conduct and policies concerning data protection and health and safety.
- To adhere to security controls and requirements as mandated by the SSA's policies, procedures and local risk assessments to maintain confidentiality, integrity, availability and legal compliance of information and systems
- To promote equality, diversity, and inclusion, maintaining an awareness of the equality and diversity protocol/policy and working to create and maintain a safe, supportive and welcoming environment where all people are treated with dignity and their identity and culture are valued and respected.
- The Shared Staffing Arrangement will keep its structures under continual review and as a result the post holder should expect to carry out any other reasonable duties within the overall function, commensurate with the level of the post.

**Additional Information : Hours of work:**

Some flexibility required to meet service needs of children, young people and their families (including being part of an after hours/weekend on call rota).

**Person Specification**

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<b>Section:</b>	<b>Directorate:</b>
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<b>Post Number/s:</b>	<b>Last Review Date:</b>



**Our Values and Behaviours**

The values and behaviours we seek from our staff draw on the high standards of the two boroughs, and we prize these qualities in particular:

**Being open.** This means we share our views openly, honestly and in a thoughtful way. We encourage new ideas and ways of doing things. We appreciate and listen to feedback from each other.

**Being supportive.** This means we drive the success of the organisation by making sure that our colleagues are successful. We encourage others and take account of the challenges they face. We help each other to do our jobs.

**Being positive.** Being positive and helpful means we keep our goals in mind and look for ways to achieve them. We listen constructively and help others see opportunities and the way forward. We have a ‘can do’ attitude and are continuously looking for ways to help each other improve.

Person Specification Requirements	Assessed by A & I/ T/ C (see below for explanation)
<b>Knowledge</b>	
1. Systematic working knowledge and understanding of Children Act 1989 and 2004; including awareness of current national policy drivers, legislation, affecting children’s social care. Up to date knowledge of current legislation, e.g. Working Together 2015, Health and Social Care Act 2012, Munroe and new evidenced-based research. For the Residential Service: knowledge of the Ofsted regulations, Care Standards Act 2000 and National Minimum Standards that guide residential services.	A&I
2. Highly developed knowledge of theory and practice of assessment, planning and intervention; substantial knowledge of relevant legislation and its application; acquired through professional qualification in social work plus considerable experience in relevant field. Specific knowledge and experience of models of assessment and intervention related to family work and parenting in statutory and/ or residential settings, and within court proceedings.	A&I
3. In depth knowledge and understanding of the needs of children and young people; the ability to work with difference, disadvantage and power imbalance, to work with children and their parents/carers and to involve them in planning and decision making, whilst maintaining and modelling good practise relating to personal and professional boundaries.	A&I

<b>Experience</b>	
4. Management knowledge and experience of decision-making in relation to Children and Families work, based on sound assessment of needs and risks.	
5. Experience of providing high quality, reflective supervision of qualified staff.	
6. Experience of managing a team/service <del>with a complex caseload</del> , developing effective work allocation and case work prioritisation systems; deploying resources flexibly to respond to service pressures.	A&I
7. Experience of effective performance management (people and organisational); identifying development needs; addressing skills and knowledge gaps; disseminating good practice; and managing poor performance.	A&I
8. Advanced experienced of applying in practice, the principles of child care legislation relating to child protection, looked after children and the provision of services to children in need.	A&I
<b>Skills</b>	
9. Ability to undertake evaluative analysis (e.g. audit, service review) in order to identify strengths and weaknesses and action needed.	A&I
10. Ability to collate, analyse and interpret management information and performance and service delivery data in order to identify any strengths and weaknesses action needed	A&I
11. Ability to organise and prioritise own workload, to work under pressure and meet deadlines.	
<b>Qualifications</b>	
<u>Essential</u>	
12. Educated to degree level with appropriate social work qualification (CSS/CQSW or DipSw, MA SW, BA Hons SW)	A
13. Advanced qualification in social work, i.e. higher specialist award in working with children and families or equivalent, or evidence of having met the capabilities at advanced level.	A
14. Current HCPC registration	A
<u>Desirable</u>	
15. Professional management qualification	A