

## London Borough of Lambeth

### Job Description

<b>Job Title:</b>	<b>Service Manager</b>
<b>Directorate:</b>	<b>Children's Services</b>
<b>Division:</b>	<b>Children's Social Care</b>
<b>Grade:</b>	<b>PO9</b>
<b>Responsible to:</b>	<b>Assistant Director</b>
<b>Responsible for:</b>	<b>Team managers and staff in service area</b>

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.

#### Main Purpose of the Job

- To lead one of the following areas of multi-agency Children's Social Care:
  - Integrated Referral Hub & Edge of Care
  - Child Assessment Team service
  - Family Support and Child Protection Service (x2)
  - Children with Disabilities
  - Children Looked After
  - 16+ Independence
  - Fostering and Permanency
  - Quality Assurance (including IROs and CP chairs)
- 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,
- 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
- Provide leadership to frontline staff in delivering and implementing any future changes in policies, procedure or other developments.
- 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.
- To have lead responsibility for meeting the performance targets of the service area and to report these to managers and staff as required
- 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.
- 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.

- 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.
- 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.

### **Principal Accountabilities**

1. 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.
2. 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.
3. 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.
4. 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.
5. 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.
6. 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
7. 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
8. 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.
9. 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

10. 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
11. 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.
12. 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
13. 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.
14. 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.
15. The post holder will be required to provide out of hours cover as and when required and/or as cover rotas dictate.

## Person Specification

### Service Manager

<p>In your written application, you will need to give evidence or examples of your proven experience in each of the criteria marked <b>A</b> for application. Evidence of other areas will be sought at interview and/or test (as highlighted).</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 ✓ on the personal specification when you complete the application form.</p>		<b>Shortlisting Criteria</b>
<b>Key Knowledge</b>	<b>K1</b> Detailed knowledge of all national legislation and statutory requirements that underpins safe and excellent delivery of Children's Service	<b>A ✓</b>
	<b>K2</b> Knowledge of government guidelines and standards and professional codes of practice that support the delivery of safe, high quality service	<b>A ✓</b>
	<b>K3</b> CQSW, DipSW or other HCPC recognised social work or social care qualification. A current HCPC registration certificate is required	<b>A ✓</b>
<b>Relevant Experience</b>	<b>E1</b> Minimum five years' experience at Team Manager or Senior Social Work in Children's Social Care	<b>A ✓</b>
	<b>E2</b> A track record of effectively delivering safe services within a multi-agency framework, which has delivered excellent outcomes	<b>A ✓</b>
	<b>E3</b> A track record of leadership delivering service action plans, service plans and departmental targets within timescales	
	<b>E4</b> A track record of consistently delivering against local and national performance targets within timescales and within budget set	<b>A ✓</b>
	<b>E5</b> Successful track record of project management which translates strategies and plans into operational realities	<b>A ✓</b>
	<b>E6</b> Experience of people management skills that demonstrates ownership and accountability; to include inter-personal and conflict management	
	<b>E7</b> Experience of communicating to a variety of audiences, including the production of complex reports.	

<b>Behaviours</b>		<b>Focuses on People</b> is about considering the people who our work affects, internally and externally. It's about treating people fairly and improving the lives of those we impact. Put people at the heart of our work, after all that's our business. It's about making our processes fit people.	
		<b>Takes Ownership</b> is about being proactive and owning our personal objectives. It's about seizing opportunities, driving excellence, engaging with the council's objectives, and furthering our professional development.	
		<b>Works Collaboratively</b> is about helping each other, developing relationships, and understanding other people's roles. It's about working together with colleagues, partners, and customers to earn their respect, and get the best results.	
		<b>Communicates Effectively</b> is about how we talk, write and engage with others. It's about using simple, clear, and open language to establish positive relationships with others. It's also about how you listen and make yourself open to conversation.	
		<b>Focuses on Results</b> is about ambition and achievement. It's about making sure we are working towards the end product and considering the effect of our service. It's about making the right impact, having the right result and changing things for the better.	