

# London Borough of Lambeth

## Job Description

<b>Job Title:</b>	<b>Service Manager</b>
<b>Department:</b>	<b>Children</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:
  - Referral and Assessment Services
  - Family Support and Child Protection Services
  - Children Looked After
  - Children with Disabilities
  - Fostering and adoption placements
  - Quality Assurance (IROs and CP chairs, Service Development)
- 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 essential. Evidence of other areas will be sought at interview and/or test (as highlighted).</p> <p>If you are applying under the two ticks 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>	K1	Detailed knowledge of all national legislation and statutory requirements that underpins safe and excellent delivery of Children's Service	Application ✓✓
	K2	Knowledge of government guidelines and standards and professional codes of practice that support the delivery of safe, high quality service	Application ✓✓
	K3	CQSW, DipSW or other HCPC recognised social work or social care qualification. A current HCPC registration certificate is required	Application ✓✓
<b>Relevant Experience</b>	E1	Minimum five years' experience at Team Manager or Senior Social Work in Children's Social Care	Application ✓✓
	E2	A track record of effectively delivering safe services within a multi-agency framework, which has delivered excellent outcomes	Application ✓✓
	E3	A track record of leadership delivering service action plans, service plans and departmental targets within timescales	
	E4	A track record of consistently delivering against local and national performance targets within set timescales and within budget	Application ✓✓
	E5	Successful track record of project management which translates strategies and plans into operational realities	Application ✓✓
	E6	Experience of people management skills that demonstrates ownership and accountability; to include inter-personal and conflict management	
	E7	Experience of communicating to a variety of audiences, including the production of complex reports.	

<b>Behaviours</b>	B1	<b>Focuses on Citizens: Level 3</b> <b>Systematically engages with citizens on a regular basis</b> <ul style="list-style-type: none"> <li>• Engages with and listens to citizens and stakeholders on a regular basis in order to understand their needs and concerns</li> <li>• Empowers and supports citizens and stakeholders to make informed choices and co-design future services</li> </ul>	Application ✓✓
	B2	<b>Takes Ownership: Level 3</b> <b>Drives continual improvement</b> <ul style="list-style-type: none"> <li>• Constantly thinks “how could we do this better?”</li> <li>• Takes calculated risks to deliver better outcomes for service users</li> <li>• Shares lessons learned across the Borough</li> </ul>	Application ✓✓
	B3	<b>Works collaboratively: Level 3</b> <b>Builds partnerships and relationships internally and externally</b> <ul style="list-style-type: none"> <li>• Takes the time to get to know others and their perspective</li> <li>• Manages relationships and partnerships for the long term</li> <li>• Sets priorities and makes choices based on the wider needs of the Borough or the community and not just own area</li> </ul>	Application ✓✓
	B4	<b>Integrity: Level 4</b> <b>Takes a Stand</b> <ul style="list-style-type: none"> <li>• Acts on their values even when under pressure to do otherwise</li> <li>• Challenges powerful individuals or groups to act on their stated values</li> <li>• Goes out on a limb to defend what they believe in</li> </ul>	Application ✓✓
	B5	<b>Committed to the Borough: Level 3</b> <b>Gives back to the Borough</b> <ul style="list-style-type: none"> <li>• Gives something back to the Borough beyond delivering their own job e.g. takes up volunteering opportunities</li> <li>• Consistently champions the Borough to internal and external audiences</li> </ul>	Application

	B6	<p><b>Manages Performance for Outcomes: Level 3</b></p> <p><b>Set expectations of standards</b></p> <ul style="list-style-type: none"> <li>• Set clear expectations about what is acceptable and unacceptable behaviour or standard of work</li> <li>• Addresses conflict between groups or individuals directly, constructively and objective</li> <li>• Shares performance improvement learning with the wider organisation</li> </ul>	Application ✓✓
	B7	<p><b>Leads and Engages: Level 3</b></p> <p><b>Positions themselves as a leader</b></p> <ul style="list-style-type: none"> <li>• Clearly positions them self as a leader, establishing expected ways of behaving and working and ensuring that these are maintained</li> <li>• Builds leadership credibility by modelling the behaviour expected of others</li> <li>• Demonstrates a clear sense of purpose and commitment to the achievement of team and Cooperative Council goals</li> </ul>	
	B8	<p><b>Scans the Environment: Level 3</b></p> <p><b>Keeps up to speed</b></p> <ul style="list-style-type: none"> <li>• Keeps up to speed on an ongoing basis with trends, new thinking, demographic and context issues</li> <li>• Uses this understanding to pre-empt issues, spot opportunities or develop innovative solutions</li> </ul>	