

Job Description

Job title: Service Manager	Service Area: Children's Social Care	
Directorate: Children, Young People and Education	Post Number:	Evaluation Number:
Grade: CSRA	Date issued: January 2022	
<p>Croydon Council's priorities</p> <p>We will live within our means, balance the books and provide value for money for our residents.</p> <p>We will focus on tackling ingrained inequality and poverty in the borough. We will follow the evidence to tackle the underlying causes of inequality and hardship, like structural racism, environmental injustice and economic injustice.</p> <p>We will focus on providing the best quality core service we can afford. First and foremost, providing social care services that keep our most vulnerable residents safe and healthy and keep our streets clean and safe.</p> <p>To ensure we get full benefit from every pound we spend, other services will only be provided where they can be shown to have a direct benefit in keeping people safe and reducing demand.</p>		
<p>Croydon Council's new ways of working</p> <p>We will practice sound financial management, being honest about what we've spent and what we can afford.</p> <p>We will focus on what we, uniquely, can do as the local authority as the democratically elected leaders of our borough. This means we will focus on our core services, and a small number of evidence-based outcomes that deliver our priorities. But we will also continue to use our democratic mandate to convene our partners around a common purpose and to make a clear case for a better deal for Croydon.</p> <p>We will aim to become a much more transparent, open and honest council.</p> <p>We will involve residents in our decision making. But we will also need to be clear with residents about what we can do, and what we can't. When we have to say no, we will do so with compassion and take the time to explain our decisions.</p>		

Job Purpose:

A Service Manager has operational management responsibility for a number of teams. The focus of this role is leadership and management of the Young Croydon Service with operational responsibility for teams including Adolescent Social Work Team, Adolescent Workers & Families Together (Edge of Care), delivering social work services to children, young people and their families in Croydon.

As a suitably qualified and registered Social Worker, Service Managers are accountable for ensuring their service complies with legislation, practice standards and associated regulations in service delivery.

Service Managers have a key role with their Heads of Service to ensure their services are inspection ready and drive change following inspections.

The post holder will play a key role in the Division's senior management team in delivering corporate objectives, influencing strategic decision making, assessing and mitigating department risk (together with first tier Council Officers).

The post holder will be responsible for the day to day delivery of their services, while living and promoting the corporate values through their day-to-day work.

Reports to: Head of Service for Access, Support and Intervention within the Children's Social Care Division

Responsible for: Management of Staff Accountability – The post has responsibility for a number of teams involved in delivering statutory social work services.

The post is responsible for the planning, delivery and development of Early Help and Social Work services to Children, Young People and Families required to achieve positive well-being and safety outcomes for children, including those in need of protection.

Financial Monitoring Accountability – Responsible to approve expenditure up to £50,000 in accordance with Scheme of Financial Delegation of Budgets (4th Tier Scheme of Delegation).

Corporate Accountabilities

To take a "one Council" approach to deliver more effective outcomes and at all times avoid a siloed, single division or service area approach.

To actively seek out and learn from external good practice and bring those new ideas and ways of working into service development and delivery.

To contribute and lead as required as a project owner on the delivery and implementation of specific corporate projects as required.

To actively role model the council's priorities and ways of working and the council's leadership framework and values.

To lead, manage and develop staff teams and ensure compliance with the council's performance management system and all HR policies and procedures

Be accountable for associated budget and have affordable plans in place to deliver the annual budget and Medium Term Financial Plan.

Provide assurance that the services are compliant and performance monitoring is part of the corporate rhythm, and exceptions have robust action plans.

To operate within the governance, financial and legal frameworks of the Council at all times.

Ensure equalities is embedded into all aspects of professional and managerial roles, including service delivery and at all times carry out your duties with regard to the Council policy.

Ensure by robust management that the services and staff you are responsible for adhere to the Council's Health and Safety Policy and operate within the safety management frameworks.

To ensure the effective management of data and security of information received and used within the division, to comply with the relevant legislation such as GDPR and the Freedom of Information Act, recognising that the council wishes to operate in the most open and transparent way.

Participate in cross organisational risk management and emergency planning activities as required

Service Accountabilities:

The post holder will be crucial in leading and implementing the development of the vision of 'Young Croydon', which brings together the Adolescent Social Work, Adolescent Support Workers & Families Together (Edge of Care), which is key to how we respond to vulnerable adolescents in Croydon.

Each service will retain its own identity and also work collaboratively as part of Young Croydon, led by the post holder who reports to the Head of Service for Access, Support and Intervention.

Building on the multi-agency commitment to create multi-agency safeguarding hubs (MASH) across the country and youth offending services. Young

Croydon will invite agencies to be co-located within a multi-agency service and identify agencies to be part of a wider virtual partnership.

Through multi-agency interventions with vulnerable young people 'Young Croydon' will continue to address the risks associated with exploitation, serious youth violence and missing from home or care.

The post holder will project manage the change programme to create a multi-agency response to 'Young Croydon' to deliver social work services in partnership with key stakeholders, partner agencies, third sector and community / faith organisations, in order to deliver

- Corporate Plan for Croydon
- The vision for Early Help and Children's Social Care
- Service Improvement Plan
- Practice Development Plan - Practice priorities – Children's Social Care Extra Familial Harm Safeguarding Arrangements for vulnerable children and young people

Key to the role is a high level communication and influencing skills with a wide range of stake-holders to ensure that all partner agencies are working in a co-ordinated and integrated way to keep children safe.

Service Managers will participate in and ensure regular audits and review of case work and records, and ensure feedback from audits are embedded in social work practice within their teams and across the partnership.

Instill a culture of customer service and 'can do' attitude across teams.

To lead on the development of a partnership approach to the management of contacts and referrals for children in need and where there is a potential safeguarding concern regarding a child.

To lead operational service to provide an effective offer of targeted early help; assessment and intervention with family led planning at the heart of practice.

To oversee the multi agency practice in response to child exploitation and children who go missing from home and care.

Leading on and/or contributing to the strategic commissioning of relevant services. Ensuring they are developed, delivered and accessed in the context of a clear and shared partnership understanding of appropriate intervention.

The list of duties in the role profile should not be regarded as exclusive or exhaustive. There will be other duties and requirements associated with your job and, in addition, as a term of your employment you may be required to undertake various other duties as may reasonably be required.

Your duties will be as set out in the above role profile but please note that the Council reserves the right to update your role profile, from time to time, to reflect changes in, or to, your job.

You will be consulted about any proposed changes.

Key Stakeholder Relationships:

Internal:

Members; Chief Officers; Directors; Heads of Service; other teams and senior departmental colleagues across the whole council; trade unions. Early Help and Children's Social Care's Management Teams, Education, Health, Wellbeing and Adult Social Care, Gateway, Strategy and Engagement Department and Corporate Teams

External:

Local, regional and national government bodies, agencies and NGOs; professional bodies; other local authorities; partner organisations; statutory bodies; members of the public and community groups; national and local press; trade unions; contractors and suppliers; MPs and MEPs; GLA/London Mayor's office; courts; legal and other representatives; Ofsted and HMIP; the Housing and Local Government Ombudsman, The Judiciary, CAFCASS, School and education leaders, Health providers and commissioning leaders, Voluntary Sector partners, Police and Probation.

Political Restrictions:

This post is not politically restricted.

Statutory Responsibilities:

This is not a statutory post; however, the postholder plays a key role in ensuring that the local authority meets its statutory responsibilities relating to children in need, including those in need of protection, children in care and children within the youth justice system.

Other Considerations:

You may, from time to time, be required to work outside of regular office hours including weekends and evenings to attend meetings and community events.

The postholder is required to observe and fulfill the seven principles of public life (also known as the Nolan Principles).

1.1 Selflessness

Holders of public office should act solely in terms of the public interest.

1.2 Integrity

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

1.3 Objectivity

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

1.4 Accountability

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

1.5 Openness

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

1.6 Honesty

Holders of public office should be truthful.

1.7 Leadership

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

Person Specification

Specific Minimum Qualifications and Expertise

- Social Work qualification
- Qualified Social worker registered with Social Work England.
- Evidence of continuous professional development relevant to the role profile.

Experience:

- A clear commitment to services working in partnership with families and creating positive change in children's lives.
- Demonstrable experience of leading and managing children's social care services that are relevant to this particular service area and role (including high risk and high complexity work), and that deliver high quality performance and good outcomes for children and young people.
- Able to lead, think, plan and manage strategically and systemically, as well as operationally.
- Able to use performance information to drive improvement for children and young people.
- Able to produce high quality, analytical and evidence-based reports.
- Able to manage, plan and control delegated budgets.
- Experience of successfully transforming poorly performing social care services into high performing services.
- Experience of developing a highly motivated, high achieving and stable work force with a positive, "can-do", customer-centred culture.
- Able to work outside of normal office hours when required and to be part of the senior manager out-of-hours rota.

Knowledge and Skills:

- Comprehensive understanding of:
 - national policy, strategy and developments regarding children's social care, and areas that impact on children's social care.
 - relevant legislation, statutory guidance, standards and procedures.
 - relevant theoretical frameworks, practice models and research findings.
 - "outcomes" concepts, quality assurance methodology and change / project management techniques.
- Excellent communication skills (written and verbal) in order to lead and motivate others, and negotiate with partners.
- Expertise in the evaluation of evidence relating to harm to children supporting social work practice in the protection of children.
- Ability to maintain a high degree of professionalism in the face of emotive and distressing problems, verbal abuse and the threat of physical abuse.
- Experience of successful provision of effective demand and budget management.

- Ability to work with high level internal and external stakeholders.
- Good IT skills, including MS Office
- The post holder is required to undertake an enhanced DBS disclosure prior to employment and then every three years.
- Able to work outside of normal office hours when required and to be part of the senior management out-of-hours rota.

As a Social Worker Manager, you are required to demonstrate a commitment to the PCF framework and this will be assessed using the criteria below:

- Social work managers lead, motivate, nurture and manage a team (social workers, managers and others), ensuring the service provided is effective, and delivering positive outcomes.
- Managing performance and quality assurance, resources and budgets, in partnership with others and key stakeholders.
- Knowledgeable about managing social workers and others within single or multi-professional teams.
- Contribute and support the development of practice, procedures and policy and specifically the professional development of the team / service they lead.
- Accountable for the practice of social workers within the service they manage, and provide or ensure effective professional and practice supervision, as well as performance appraisals, takes place.
- Support mentoring and coaching to enhance the quality of practice.
- Investigate complaints as needed.
- Seek to ensure team / service experience influences and informs the work of the organisation and that of other service providers, supporting and managing change as needed within their area of responsibility.

Corporate Values

Our values are the base of every job role within Croydon – our values are fundamental in everything we do as a Local Authority. You are required to demonstrate a commitment to our corporate values and this will be assessed using the criteria below:



One Team: To cross boundaries to work together towards shared goals with colleagues, partners and communities

- You are strategically innovative in your approach to building and maintaining partnerships and you and your teams act in a joint enterprise with them. You use your contacts and colleagues to bring teams together.

Proud to Serve: We strive to always do our best for the community, getting the most from limited resources and using taxpayers' money wisely

- You are proud to be part of the wider Croydon and the contribution you and your teams make to it. You make a difference to people's lives through

engagement and you strive to get the best possible value for money for customers.

Honest and Open: We work hard to build trust by treating everyone with honesty and integrity

- You think through who needs to understand what during communication; and take care to communicate detail clearly. You take people's views into account continuously. You trust people, colleagues and staff, to do their best and deal with any issues positively.

Taking Responsibility: We encourage and support each other to take responsibility and show what we can do, learning together and recognising each other's contributions

- You are clear where formal accountability lies and where we can all take responsibility for results. You praise your colleagues for their efforts and ideas and thank them for their contributions.

Valuing Diversity: We make the most of the many perspectives that make Croydon distinctive

- You treat all staff and customers with equal value and respect. In everything you do, you make good use of the wide variety of background, skills and perspective your teams, the Council and the community demonstrate.

Date: January 2022