

Role profile

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| Job Title: | Team Manager (Generic) | Grade: 15 | Spinal column point range: 47-50 |
| Department: | Children and Families | Post no.: | Various |
| Directorate: | Children | Location: | Various |

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| Role reports to: | Head of ... |
| Direct reports: | Deputy Team Manager, Senior Social Workers, Social Workers, Support Workers where applicable |
| Indirect reports: | Temporary/agency workers, students |

Job description

Recruitment practices to safeguard and promote the welfare of children and/or vulnerable adults apply to this post in addition to the requirement to obtain a Disclosure and Barring Service (DBS) check.

Purpose of role

- To lead and manage a multi-disciplinary team providing comprehensive, consistent, timely, quality and cost-effective child protection, safeguarding and social care services to children and their families, in accordance with the legislative and regulatory framework.
- Responsible for ensuring social workers understand the full legal, regulatory, procedural and performance framework within which they operate and are accountable for their work within it.
- To be responsible for determining priorities, assessing need and risk, agreeing packages for children and families and the efficient delivery of quality and cost-effective services.
- To provide guidance on complex casework.
- To provide a high-quality practice framework, underpinned by theory and the best evidence, within which Social Workers can work effectively.
- To contribute directly to departmental strategic planning and operational budget/financial management.
- Accountable for ensuring the highest professional standards and professional conduct, ensuring multi-functional teams work to innovative models and best practice.

Key accountabilities

- To manage the provision of services to children/families/carers within eligibility criteria and available resources. To monitor and develop a creative range of support packages and care plans for children by optimising available resources (including purchasing services from internal and external agencies).
- To manage, monitor and assure high professional standards of practice and performance in all areas of service delivery.
- To ensure that the service area operates within the framework of the law, regulation and guidance, Council and departmental policies – responding to and implementing changes to these as required. To operate within agreed schemes of delegated powers and authority.
- To provide a safe, calm and well-ordered environment for all staff.
- Ensure the effective management of the team's workload; implement effective strategies for ensuring throughput of work including the allocation of cases to agreed service priorities and appropriate to the team's skills mix and resilience and their timely review.
- Responsible for ensuring Social Workers understand the full legal, regulatory, procedural and performance framework within which they operate and are accountable for their work within it.
- Plan, implement and evaluate services within an anti-discriminatory framework.
- Observing equalities obligations and duties, to lead on people management responsibilities including:
 - Staff recruitment (including participation on appointment panels) and retention.
 - Staff appraisals and supervision including evaluation and recommendations for career progression and probationary reviews.
 - Investigation, preparation and presentation of disciplinary, grievance and capability and other hearings and appeals.
- Chairing multi-disciplinary meetings, reviews and development planning meetings, which may involve the assessment of needs and allocation of resources.
- Involvement in central government national and other inspections.

- Hold an overview of particular services and personally lead the development of specific areas of professional practice, as directed, for application across the division.
- Attendance at resource allocation panels within the Team Manager's area of responsibility.
- Identifying learning and training needs, developing and sustaining a culture of continuous professional development, where staff are sufficiently stretched and mentored to meet their aspirations. Ensuring that staff receive training and development (either directly or through negotiation with the training section or other agencies) linked to business plans, staff appraisals and performance requirements.
- To recognise the strengths and development needs of Social Workers, using practice observation, reflection and feedback mechanisms (including the views of children and families).
- To set ambitious practice standards, instilling a strong sense of accountability in staff for the impact of their work on the lives of children and families. Establish rigorous, fair and transparent processes for managing the performance of staff including accurate measures of practice through direct observation.
- Consistently reflect upon and review own personal professional practice.
- To lead the development and implementation of new initiatives and ways of working within own service and across the division, as directed.
- To support staff in instructing and advising legal representative(s) in the presentation of the Council's case in court proceedings.
- To ensure high quality case records and management information are maintained, utilised and retained to meet service requirements. Establish recording processes which provide the full analysis underpinning decisions, making sure the rationale for each decision is comprehensive and well expressed.
- Optimise the use and management of information management systems.
- Establish and monitor KPI's, instigate and evaluate casework audits and participate in and respond to other audits and inspections.
- Ensure views of service users and carers are incorporated into service planning and commissioning.
- Receive, investigate and report on complaints under the relevant Complaints Procedure.

- Accountable for budgetary projections and analysis of spend across the service, securing optimum value for money and ensuring financial targets are met.
- To lead on business planning for service area.
- To initiate, chair and participate in service and Council-wide project teams, including policy implementation and development.
- Provide expertise and knowledge in meeting statutory requirements.
- Advise on client needs and service groups, translating into priorities and development proposals within the context of the business plan.
- Inform Head of ... of cases where risk to life and cases to cause public concern.
- To deputise across the full spectrum of work activities, as directed by and on behalf of the Head of ...
- To participate in out of hours cover and duties, as directed.

Key performance indicators

- An excellent knowledge and clear understanding of all relevant current legislation and Court processes.
- Compliance with Court legislation, regulations and guidance.
- Evidence of personal development as an engaging, innovative and enterprising leader.
- Achievement of service-specific recruitment and retention targets including 95%+ of annual appraisals completed within cycle timescale.
- Achieve “Good” or “Outstanding” service ratings on client satisfaction surveys and relevant assessment processes including governmental, Council-led inspections.

Key relationships (internal and external)

- Children, families and carers
- Deputy Team Managers, Senior Social Workers, Social Workers, ASYEs and students
- Staff at all levels within the Council including Children’s services, HR, Finance
- Children’s Services Management Team
- Legal department / Courts
- Police/ Probation
- Education
- Health
- Voluntary Services

- Youth Offending Service

Authority level

- Responsible for allocated financial resources.
- Responsible for the professional leadership and management of Social Workers and multi-disciplinary teams.
- Contributes to departmental business planning process.
- Responsible for the on-going review of research and best practice and for incorporation in operational activities.

Person specification

Community and partnership working are essential for all roles as are a commitment to Equality, Diversity and Inclusion and ensuring Health and Safety at Work for everyone working at Ealing Council.

Recruitment practices to safeguard and promote the welfare of children and/or vulnerable adults apply to this post in addition to the requirement to obtain a Disclosure and Barring Service (DBS) check.

Essential knowledge, skills and abilities

1. Ability to provide high quality, reflective, analytical and evidence-based supervision to develop reporting managers and Social Workers to the highest professional standards in order that they achieve excellent outcomes with and for children, young people and their families.
2. Ability to evidence an open and flexible approach to new ideas and enable change and manage risk in a multi-disciplinary and multi-functional setting.
3. Ability to demonstrate professional thinking and research skills in child protection, safeguarding and care and to implement within own service and across the division.
4. Ability to embrace diversity in service development, delivery and evaluation and people management.
5. Ability to establish an approach to practice which is proportionate to identified risk and need.
6. Ability to assess need, plan and deliver appropriate services to meet the assessed need for children to have security, stability and to be safeguarded in all aspects of their lives.

7. An excellent knowledge and clear understanding of all relevant current legislation and Court processes.
8. Ability to manage resources within budgetary constraints, securing best value and cost effectiveness.
9. Excellent communication, interpersonal and presentation skills to enable meaningful dialogue with children, families, multi-agency networks, internal and external departments as well as colleagues within other boroughs.
10. Ability to apply a proportional and ethical approach to the exercise of authority, through a culture of focused thinking, which develops and maintains relationships with families and professionals and ensures the protection of children.
11. Ability to lead and manage the work performance, conduct and professional development of others.
12. Ability to engage, motivate and encourage others through personal leadership style and self-presentation.
13. Ability to make sound and complex decisions under highly pressurised, fast paced conditions, striking a balance between speed and depth of thought and managing risk factors.
14. Ability to focus on results, work to deadlines and meet performance targets.

Essential qualification(s) and experience

1. Professional social work qualification: CQSW, DipSW, CCETSW approved equivalent, social work degree.
2. Social Work England social worker registration.
3. Extensive post qualification experience of working in a statutory social care setting.
4. Extensive experience of dealing with complex child protection / safeguarding / social care issues and proceedings.
5. Experience of leading and managing the work performance, conduct and professional practice of others.
6. Significant experience of assessing need, planning and delivering appropriate services to meet the assessed need for children to have security, stability and to be safeguarded in all aspects of their lives.

7. Experience of delivering effective presentations in a variety of formal settings and to have an in-depth understanding of the impact of personal communication style.

Values and behaviours

| Improved life for residents | Trustworthy | Collaborative | Innovative | Accountable |
|---|---|--|--|--|
| <ul style="list-style-type: none"> • Is passionate about making Ealing a better place • Can see and appreciate things from a resident point of view • Understands what people want and need • Encourages change to tackle underlying causes or issues | <ul style="list-style-type: none"> • Does what they say they'll do on time • Is open and honest • Treats all people fairly | <ul style="list-style-type: none"> • Ambitious and confident in leading partnerships • Offers to share knowledge and ideas • Challenges constructively and respectfully listens to feedback • Overcomes barriers to develop our outcomes for residents | <ul style="list-style-type: none"> • Tries out ways to do things better, faster and for less cost • Brings in ideas from outside to improve performance • Takes calculated risks to improve outcomes • Learns from mistakes and failures | <ul style="list-style-type: none"> • Encourages all stakeholders to participate in decision making • Makes things happen • Acts on feedback to improve performance • Works to high standards |