

## JOB DESCRIPTION

<b>Job Title:</b> Team Manager	<b>Service Area:</b> Service Specific	
<b>Directorate:</b> Children's Services	<b>Post Number:</b> tbc	<b>Evaluation Number:</b> LBN 5771
<b>Grade:</b> P07	<b>Date last updated:</b> February 2021	

### **People at the heart of everything we do**

We are committed to putting people – Newham residents and Council staff – at the heart of all we do. Our approach is a collaborative joint enterprise between residents, the Mayor, Members, Council staff and the Corporate Management Team.

### **Equality and diversity**

We are committed to and champion equality and diversity in all aspects of employment with the London Borough of Newham. All employees are expected to understand and promote our Equality and Diversity policy in the course of their work.

### **Protecting our staff and services**

Adherence to health and safety requirements and proper risk management is required from all employees in so far as is relevant to their role. All employees are expected to understand and promote good health and safety practices and manage risks appropriately.

### **Corporate parent**

We believe that every member of staff working for Newham Council should understand and fulfil our corporate parenting responsibilities for our looked after children that we have under the Children and Social Work Act 2017.

## **OVERALL PURPOSE OF JOB**

1. To contribute to and support the Newham Together Vision including the implementation of our Strategic Improvement Plan for Children's Services; the Children and Young People's plan and specific improvement initiatives related to external regulation.
2. To respond to families at the point of need in a timely and effective way that reduces the need for children and young people to come into local authority care, improve family resilience and connections and reduce the need for high cost placements

3. To embed our Restorative approach to the culture in Newham and our Systemic model of social work practice.
4. To be an active member of the Service management team, to work collaboratively with colleagues and external stakeholders to achieve our service plans and priorities.
5. To have whole team leadership responsibility for the delivery of statutory services within a defined service area within the Children's Social Care and Safeguarding Directorate consistently applying high standards to deliver good outcomes for children, care leavers and their families.
6. To provide direct line management and supervision to a team of up to 14 practitioners; up to 2 Assistant Team Managers; Senior Social Workers and newly qualified social workers undertaking their ASYE year and student social workers.
7. The post holder will have budgetary responsibility of a variable amount according to the service specific delivery e.g. section 17 Children in Need (CA 1989)

## **JOB CONTEXT**

1. The post holder reports the Service Manager
2. The post holder line manages up to 14 practitioners in the whole team, up to 2 Assistant Team Managers; 2 Senior Social Workers and 1 ASYE and Student SW
3. The post holder manages and makes key decisions about, service specific social work interventions that have both an impact on children and families and the overall performance of the council.
4. The post holder has budget responsibility according to the service specific delivery e.g. section 17 Children in Need (CA 1989) and contributory responsibility for Legal Intervention budget.
5. The post holder will have regular contact with children, young people, parents and carers and the wider personal and professional network that supports children, families and carers.
6. The post holder may be required to work evenings, weekends and occasional public holidays in order to meet service and on call requirements.

## **ACCOUNTABILITIES ALL TEAM MANAGERS**

1. To be responsible for the effective operation of statutory services ensuring that children, young people and families who require statutory interventions are effectively safeguarded and that children looked after and care leavers receive the highest possible standards of care.
2. To be responsible for the effective operation and delivery of statutory services ensuring that we provide seamless transition to ongoing relational work and wraparound support for those families who present in crisis by delivering our restorative approach as part of the service delivery

3. To directly manage the Assistant Team Manager (s), Senior Social Worker (s) and a newly qualified social worker, to ensure all quality standards are consistently achieved; statutory obligations and procedures are met and there is compliance with team, service and corporate policies.
4. To have experience of, or willingness to train in, a practice model that is restorative and relational in approach and utilises systemic ideas and tools to work with and develop others.
5. To lead on the development of policy and practice relating to the specific service area of the team under direction of the Service Manager.
6. To consistently use the Newham practice framework when assessing need and delivering interventions that includes working in a respectful, collaborative and professional manner with children and families that is focused on achieving good outcomes.
7. To maintain regular reflective supervision in line with the Newham Supervision Framework and appraisal of direct reports ensuring timely decision-making, professional guidance and support, recognising good practice and areas of underperformance, with appropriate plans in place to address performance issues.
8. To manage and facilitate regular group supervision that is restorative, relational and systemic in approach.
9. To ensure that social work practice is effectively supervised by the Assistant Team Manager (s) within your team to focus on improved outcomes for children and young people, alongside professional support and development of staff.
10. To chair meetings such as core groups, child in need reviews, and care planning reviews to ensure plans safeguard and deliver the best outcomes for children and young people
11. To produce high quality case/supervision records that are up to date, include rationale, reflects the Newham practice model, are clear, succinct and written so as the child, young person or family member can understand.
12. To drive a continuous team performance and improvement culture through the establishment of team objectives and performance indicators. To work with peers to ensure performance and improvements are consistent across Children's Social Care.
13. To be accountable for team progress against a service plan and a set of agreed key performance indicators and targets; providing regular and reliable management information and the analysis to inform continuous learning.
14. To create an environment of high support and high challenge enabling prompt and corrective action when outcomes and key performance indicators for children, families and care leavers are not being achieved in defined service areas and with peers across Children Social Care
15. To work out and about in the community, visiting children, families and carers in the places they live and supporting community engagement.

16. To have lead accountability for team within the service.
17. To establish and maintain strong partnerships with multiagency partners to deliver effective support for children, young people and families with child safeguarding and /or corporate parenting needs. This includes responding promptly to concerns raised by internal and external stakeholders about individual children and team wide issues as well as collaborate to create the most effective service provision for children, families and care leavers
18. To establish arrangements so that Newham children families and communities can play an active role in assessing the quality of service they are receiving from your team and can collaborate in the development of ideas for service improvement. To lead service user forums and feedback to evaluate the quality of service delivered in partnership with the Quality Assurance Service.
19. To provide qualitative and quantitative analysis of data and audit outcomes reporting to the Service Manager and Head of Service for each Service area and the Director of Operations for overall performance management.
20. To ensure that decisions about children coming into public care, returning home or to the wider family or moving to new permanent families are rigorous and defensible. Moreover, that the long-term consequences of decisions are properly explored and understood.
21. To contribute to briefings for Council members, Directors, Heads of Service, Service Managers and Council members in response to specific case matters or development of policy and legislation relevant to the team.in the interests of children, families and care leavers.
22. To ensure that practice standards and procedures are adhered to and yourself and staff within the team contribute to the development and review of these standards. Promote and develop best practice opportunities with team members, children and young people.
23. To participate in recruitment activity for the team including the provision of learning opportunities for social workers in training.
24. To support and provide induction of new staff
25. To promote a strong culture of learning and development within the team completing quality assurance activities and ensure that staff have access to training and development opportunities. Develop staff with emerging leadership talent, and support retention through the provision of challenging, interesting and motivating opportunities.
26. To promote and engage in a strong culture of learning and performance improvement. Through the use of team and service level data and performance information available to; inform decision making on the allocation of resources ,monitor team and individual compliance with the legal, regulatory, procedural and regulatory timescales within which we are required to practice to keep children safe and maximise outcomes, and implement improvement measures when required.
27. To ensure budgetary management and control for the team in line with agreed strategy and follow financial governance arrangements. Manage the efficient use of resources within the team.

28. To act in a way that protects the reputation of the Local Authority and the social work profession, whilst always privileging the best interests of children. To immediately, alert the relevant managers of any issues that may leave children at risk or place the council at reputational risk.
29. To promote and champion equality and diversity in the delivery of all Council activities, service provision and employment practice.
30. To ensure that all services are maintained to the required standards as directed within business continuity and resilience policies.
31. To ensure that Health & Safety legislation and the Council's Health & Safety requirements are complied with.
32. To undertake other duties that may be required from time to time.

### **Politically Restricted Posts**

In accordance with this legislation, this post is politically restricted and as such the post holder must refrain from being a candidate for election, an election agent or sub agent, an officer of a political party, or subcommittee of such a party or canvass, speak to the public at large, publish written or artistic work or display posters in support of a political party or sub group of such a party.

### **Service Specific Elements:**

<b>Name of the Service to be inserted</b>	
<b>Responsibilities</b>	<p>To be responsible for the delivery of a good service to children and their families</p> <p>To line manage social workers in the team and provide leadership of practice.</p> <p>To embed a practice model that is restorative and relational and uses systemic tools and ideas and drive the development of a team culture where social work can flourish</p> <p>To champion the needs, rights and voice of care leavers in the wider service and Local Authority</p>
<b>Service Specific components</b>	
<ol style="list-style-type: none"> <li>1. Leadership of up to 14 social workers; up to 2 Practice Managers; Up to 2 Senior Social workers and 1 newly qualified social worker and offer learning opportunities for Student Social Workers; ensuring that they work consistently and collaboratively.</li> <li>2. Ensure the professional development of staff supports progression in the quality of impact that the relationship between the social worker makes to the outcomes for the children and families they work with</li> <li>3. To provide leadership that will reflect the management practice standards, engender a team culture, and approach that will be conducive to developing agile and best practice and service development.</li> </ol>	

4. To broker effective and trusting relationships with internal and external partners to ensure we collaborate to be develop and deliver a high standard offer to children and families.
5. Manage performance in accordance with plans to provide high support and high challenge in the interests of the individual children and the team as a whole
6. Ensure that all children have plans that are of a good standard, developed in collaboration with family members and are followed through with practice that engages other partners.
7. Ensure that social workers provide trusting relationships for the children and families they work with enabling their participation in education; employment; social activities and family relationships that support optimum achievement in line with needs and ambitions.
8. Enable social workers to create effective partnerships with other agencies; businesses and community organisations to.
9. Ensure that needs and risks for children and young people are appropriately assessed and effective risk management and safety plans are in place for all.
10. Ensure continuous improvement and learning is promoted through effective quality assurance activity and acting upon feedback from children and families
11. Effectively manage demand and provision of services to enable manageable caseloads for social work practitioners.
12. Develop the team through co-production with children and families building on good practice.
13. Ensure that all practice and service provision complies with statutory guidance and regulation

## Personal Specification

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### IMPORTANT INFORMATION FOR APPLICANTS

The criteria listed in this Person Specification are all essential to the job. Where the Method of Assessment is stated to be the Application Form, your application needs to demonstrate clearly and concisely how you meet each of the criteria, even if other methods of assessment are also shown. If you do not address these criteria fully, or if we do not consider that, you meet them, you will not be shortlisted. Please give specific examples wherever possible.

CRITERIA	METHOD OF ASSESSMENT
<p><b>EQUALITY AND DIVERSITY</b> We are committed to and champion equality and diversity in all aspects of employment with the London Borough of Newham. All employees are expected to understand and promote our Equality and Diversity Policy in the course of their work.</p> <p><b>PROTECTING OUR STAFF AND SERVICES</b> Adherence to Health and Safety requirements and proper risk management is required from all employees in so far as is relevant to their role. All employees are expected to understand and promote good Health and Safety practices and manage risks appropriately.</p>	
<b>QUALIFICATIONS:</b>	Application Form

<ul style="list-style-type: none"> <li>• Recognised Social Work Qualification &amp; Registration with Social Work England.</li> <li>• Significant experience of team management and practice supervision in a statutory social work setting that includes having responsibility for high-risk cases and care planning.</li> <li>• Evidence of continuing professional development in line with the Skills and Knowledge Statement for Practice Leaders</li> </ul>	<p>Application Form</p> <p>Application Form</p>
<p><b>KNOWLEDGE:</b></p> <ul style="list-style-type: none"> <li>• A level of knowledge that meets the requirements of the DfE Knowledge and Skills Statement for Child and Family Practitioners and Practice Supervisors.</li> <li>• Accountable for ensuring the highest professional standards and professional conduct.</li> <li>• The ability to interpret data to maximise team performance and service direction.</li> <li>• Knowledge and awareness of the issues relating to communities from different ethnic and cultural backgrounds and Equal Opportunities.</li> <li>• Understanding and knowledge of the workings of local government including its legal, financial social and political context, political processes and the current issues faced in a multi-cultural area.</li> </ul>	<p>Application Form/Interview/Assessment</p> <p>Application Form/Interview/Assessment</p> <p>Application Form/Interview/Assessment</p> <p>Application Form/Interview/Assessment</p> <p>Application Form/Interview/Assessment</p>
<p><b>EXPERIENCE:</b></p> <ul style="list-style-type: none"> <li>• Significant experience of delivering and supervising the delivery of high quality interventions to vulnerable children and families with particular emphasis on the service specific area of the role applied for.</li> </ul>	<p>Application Form/Interview/Assessment</p>



<ul style="list-style-type: none"> <li>• Proven experience of maintaining improvements in performance and quality</li> <li>• Significant experience of supervision of social care practitioners in a statutory social work setting that includes having responsibility for high-risk cases and care planning.</li> <li>• Significant experience of child protection and corporate parenting work with children and families</li> <li>• Significant Experience of chairing meetings including strategy meetings; core group meetings multi-agency professional and child in need meeting</li> <li>• Experience of undertaking practice learning reviews (audits) within the context of a Quality Assurance Framework</li> <li>• Significant experience of working with residents and service users to improve outcomes for children</li> <li>• Experience of budget management</li> <li>• Demonstrable commitment to diversity issues in both service provision and employment practices and evidenced achievement of positive outcomes.</li> </ul>	<p>Application Form/Interview/Assessment</p> <p>Application Form/Interview/Assessment</p> <p>Application Form/Interview/Assessment</p> <p>Application Form/Interview/Assessment</p> <p>Application Form/Interview/Assessment</p> <p>Application Form/Interview/Assessment</p> <p>Application Form/Interview/Assessment</p> <p>Application Form/Interview/Assessment</p>
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<p><b>SKILLS AND ABILITIES</b></p> <ul style="list-style-type: none"> <li>• Highly able to deliver and supervise relationship based social work that improves outcomes for children.</li> <li>• Highly able to develop and sustain intra and inter agency relationships that improve outcomes for children.</li> <li>• Able to hold accountability for child and family social work practice and its impact on the lives of Newham children</li> </ul>	<p>Interview/Assessment</p> <p>Interview/Assessment</p> <p>Interview/Assessment</p>
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<ul style="list-style-type: none"> <li>• Highly able to demonstrate professional and personal integrity and resilience through a problem-solving and constructive approach</li> <li>• Highly able to use and apply data and management information to achieve continuous team improvement</li> <li>• Excellent verbal and written communication skills</li> <li>• Highly able to be analytical, view complex issues with clarity and make management decisions that are objective, impartial and evidence based.</li> <li>• Highly able to provide reflective supervision to social workers that supports professional growth and development and improves outcomes for children and families.</li> <li>• Able to manage social workers undertake effective appraisals and support practitioners in their continuous professional development including drafting of performance/practice improvement plans.</li> <li>• Ability to create effective working relationships with social work practitioners and managers across services to influence practice</li> <li>• Ability to coach, motivate and develop individual staff to achieve high quality written work</li> <li>• Able to be analytical, view complex issues with clarity and make management decisions that are objective, impartial and evidence based.</li> <li>▪ Ability to manage and interpret budgetary and financial information.</li> <li>• Computer literacy skills necessary to work with information management</li> </ul>	<p>Interview/Assessment</p> <p>Interview/Assessment</p> <p>Interview/Assessment</p> <p>Interview/Assessment</p> <p>Interview/Assessment</p> <p>Interview/Assessment</p> <p>Interview/Assessment</p> <p>Interview/Assessment</p> <p>Interview/Assessment</p> <p>Interview/Assessment</p>
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<p>systems and produce good quality data in a variety of formats.</p> <ul style="list-style-type: none"> <li>• The ability to work with word processing packages at a speed commensurate with the responsibilities of the role.</li> </ul>	<p>Interview/Assessment</p>
<p><b>OTHER SPECIAL REQUIREMENTS:</b></p> <ul style="list-style-type: none"> <li>• Commitment to the provision of a quality family intervention, which safeguards, effects change and promotes equality and partnership with children and parents.</li> <li>• Commitment to upholding and respecting children's' rights, views and feelings.</li> <li>• Commitment to challenge discrimination based on race, gender, religion, sexual orientation or disability.</li> <li>• Willingness and ability to work occasional evenings and weekends to maintain service delivery.</li> <li>• This post is subject to an enhanced DBS check.</li> <li>• This post is exempt from The Rehabilitation of Offenders Act (1974).</li> </ul>	<p>Interview/Assessment</p> <p>Interview/Assessment</p> <p>Interview/Assessment</p> <p>Interview</p> <p>Satisfactory clearance at conditional offer stage.</p> <p>Satisfactory clearance at conditional offer stage.</p>