

**London Borough of Havering  
Job Profile**

<b>Job Title:</b> Team Manager	<b>Directorate:</b> Children, Adults & Housing
<b>Service/Section:</b> Children's Services	<b>Post Number(s):</b> TBC  <b>Job Evaluation Number:</b>
<b>Grade:</b> G10	<b>Date last updated:</b> May 2018  <b>Date of last Evaluation:</b> May 2018

**Main Purpose of the Job/Key Objectives:**

The primary purpose of this role is to:

- Directly manage a multi-disciplinary social work team and to support the implement the strategic planning of the service.
- To provide leadership management in the delivery of efficient operation services to ensure the delivery of high quality, fully integrated services to children, young people and their families in line with the requirements of national legislation (including government regulation, local policy and best practice.
- Provide direct oversight and decision-making on highly complex cases within the Group, and across the service area as required and to take a lead on key areas such as managing allegations against professionals, missing children, Newly Qualified social work development, etc.
- Deputise for the Group Manager/Team managers across the service
- Financial decision making and accountability for team budget within the agreed budgetary limits. Working with the wider management team to inform commissioning and market management/development to ensure service provision meets local need and delivers improving outcomes for children and families and value for money
- To be responsible for assigned projects
- Responsible for the HR management, performance and resource allocation for the team .and to manage the ongoing development of the service through the continuous improvement and performance management structures
- Support Face to Face working and guide collaborative partnership working with multi-agencies and across other social work teams.in providing high-level professional support to front line social work staff /advanced SW Practitioners

Team Managers is the Intervention Support Service (ISS)

- Responsible for the management and oversight of cases in the team relating to children aged 0-17 who are in need, children in need of protection, and looked after children. This includes the management and operational leadership in care proceedings, on sexual exploitation, unaccompanied minors and asylum

seekers, and missing children.

#### Team Managers in MASH and Assessment

- Responsible for ensuring that all safeguarding referrals are dealt with in a timely and effective manner and ensure that decisions on referrals are of a high quality following good information sharing from agencies.
- Responsible for ensuring that thresholds for services are consistently applied across agencies and ensure families are referred onto the most appropriate service at the first point of contact.
- Develop relevant, effective and easily accessible services, working in close partnership with schools, community health facilities and the voluntary sector to provide support services through a wide range of venues. In partnership with these and other stakeholders, to develop and provide preventative and targeted support services

#### **Job Context:**

1. The post holder reports to the Group Manager.
2. The post holder will have line management and supervision responsibility for Advanced SW Practitioners, Social Workers, ASYE Social Workers, and non-qualified staff.
3. The post holder will be required to occasionally work outside 'normal' office hours.
4. The post holder will have Financial/Resources responsibility for the team budget and will manage the departmental budget when the group manager is absent.
5. Maintaining own personal development, keeping up to date with changes in law, best practice, and procedures Post holder will be responsible for own

## Key Accountabilities and Result Areas:

Key Result Area	Expected End Result
Leads on practice and the day-to-day operational management of a team within Children's Services, balancing the needs of children and their families, with available resources.	Provides day to day advice, management, support, decision-making and guidance to an identified team, ensuring effective service delivery for children and their families and that children are protected from harm and abuse.
Keeps informed of developments in legislation, practice, policies and procedures that have implications for social work practice.	Accurately advises on, and interprets, relevant policies, procedures and legislation, ensuring that knowledge is shared appropriately with other agencies and Social Workers have access to experts across the service that can make Child Protection decisions.
Reviews and analyses information, including statistical returns, practice procedures and evaluates practice across the team.	Information is analysed effectively to inform best practice across the team. Delivers the quality assurance framework for Social Work practice.
Provides leadership, support and supervision to Advanced SW Practitioners, Social Workers and other staff.	Professional staffs, and other direct reports, are being given the direction, support and guidance required to provide an effective service.
Decision-maker on Section 47 investigations for other teams, as directed.	Takes the lead role in Section 47 investigations, chairing child protection strategy meetings, as required.
Chairs strategic meetings and takes the lead in managing complaints received from service users, including acting as the investigating officer in relation to complaints against professionals.	Leadership and direction are evident at strategy meetings. Complaints are investigated appropriately and in accordance with the Council's complaints procedures. Action is taken to ensure staffs are providing a safe service.
Takes the lead on Transfer Meetings and negotiations.	Transfer meetings are led effectively and case direction is given.
Leads liaison with, and briefing of, external partners on operational and practice issues regarding child protection and thresholds. Develops and maintains key partnerships with colleagues in other departments and external agencies.	External partners are kept informed of operational and practice issues relating to child protection cases/CIN. Develops multi-agency operational and strategic partnerships and ensures these partners are maintained well.
Takes the lead in anticipating and managing changes for Social Work practice within the directorate and corporate transformation programmes.	Undertakes lead role for parts of the transformation work streams. Acts as operational lead for implementation of projects. Responsible for business as usual acceptance.
Oversees and directs decisions made by Advanced SW Practitioners and social work staff.	Decisions are endorsed or challenged appropriately, ensuring robust Social Work practice is evident and supervision is carried out effectively.
Addresses operational and practice issues with managers from other	Operational or practice issues across other local authorities are recognised and resolved.

local authorities.	
Agrees all NFAs on contact referrals and Initial Assessments.	NFAs agreed, and cases closed, in a timely manner at referral and IA stage.
Undertakes additional job-related training, as identified.	Learning and development undertaken as agreed. Knowledge is up to date and relevant.
Inducts and trains new staff on the daily operational responsibilities of the post	Induction completed and documented, in line with Council/local policy. Skills gaps are identified and addressed through planned interventions.
Organises operational responses to incoming referral and case transfers. Ensures ABE-trained Social Workers are identified with regard to Section 47 investigations.	Triage is managed in the duty system, including timely information sharing with other agencies to enable early intervention services to be put in place. Section 47 investigations are undertaken and concluded in a timely manner. The duty system is managed in CIN and CWD.
Undertakes supervision of Advanced SW Practitioners/Social Workers, as required.	Supervision is completed in accordance with agreed practice standards, providing opportunities for reflection and challenge, as per departmental policy.
Provides mentoring of Advanced SW Practitioners in various teams within the service area on all practice issues.	Advice and mentoring is provided. Social Work practice is regarded as meeting, or exceeding, practice standards within the directorate.
Works with Principal Social Worker and other senior practitioners to develop new ways of working that directly impact on service practice.	Rising standards in working practice of qualified staff, with improved quality of service provision to children, young people and their families.
Lead on planning and interventions are based on robust safeguarding procedures in line with the Local Safeguarding Children's Board (LSCB).	Safeguarding procedures are adhered to.
Controls budget management. Is able to control resources efficiently to ensure that they are managed in line with the Council's financial framework/agreed local protocols and forecasting.	Financial processes, e.g. monthly budget forecasts, etc, are followed in line with the Council's financial framework. Risks of unnecessary commitments or overspending are limited.
Deputises for the Group Manager, as required. And Team managers across the services	Deputising role is conducted as requested and to a high standard of performance.
Develops, encourages and maintains high professional standards within the team and department.	Excellent professional standards are evident across the service area.
Takes a lead role in the development of management information systems, including IT recording, retrieval and analysis, and in the development of networks with voluntary and other agencies.	Information systems are modern and robust and effective use of information systems is observed across the service area. Evidence of collaborative working with other agencies is seen.
Leads in the development of robust record keeping systems and ensures the dissemination of key information within the team.	Systems are effective. Records are up to date and information is shared across the service as appropriate.

## Competency Profile:

Communicating openly and effectively	C	<ul style="list-style-type: none"> <li>• Communicates complex information to others effectively</li> <li>• Is a clear and persuasive communicator, using influencing and negotiating skills when necessary</li> <li>• Actively listens to, respects and values the view of others</li> <li>• Presents succinct, well balanced information orally and in writing, with clear outcomes</li> <li>• Sets up opportunities to influence others prior to decisions being made</li> <li>• Understands and responds to organisational politics</li> <li>• Facilitates discussions to achieve collective objectives</li> <li>• Creates an environment where team/s are encouraged and developed, to enable them to communicate effectively</li> </ul>
Delivering excellent customer service	D	<ul style="list-style-type: none"> <li>• Takes a leading role in organisational development and the continuous improvement of services for the benefit of customers</li> <li>• Identifies good practice &amp; solutions and integrates into service provision</li> <li>• Translates customer and stakeholder feedback into strategic improvements</li> <li>• Forms strategic groups and partnerships to develop and improve services</li> <li>• Actively seeks out and recognises opportunities for developing new customer bases</li> </ul>
Achieving Results and Success	D	<ul style="list-style-type: none"> <li>• Evaluates and monitors performance</li> <li>• Uses knowledge of social and political dynamics to achieve results</li> <li>• Encourages organisational learning and continuous improvement</li> <li>• Demonstrates integrity, fairness and consistency in decision making</li> <li>• Sets demanding but achievable objectives for self and others</li> <li>• Achieves results through effective management of self and others</li> <li>• Identifies and manages risk</li> <li>• Assumes personal responsibility for making decisions, identifying solutions and achieving the best possible outcomes</li> </ul>
Respecting Others	C	<ul style="list-style-type: none"> <li>• Develops a culture of Equality and Diversity</li> <li>• Empowers people to achieve best practice in this area</li> <li>• Adapts to different audiences</li> <li>• Demonstrates integrity and consistency in decision making</li> <li>• Ensures team members value diversity</li> <li>• Demonstrates clear and consistent leadership in promoting equality and diversity</li> <li>• Ensures full access to services for all</li> </ul>

		<ul style="list-style-type: none"> <li>• Responds efficiently and appropriately where there is evidence of unfairness</li> <li>• Respects confidentiality wherever appropriate</li> <li>• Challenges inappropriate behaviour</li> <li>• Upholds a high standard of fairness and ethics in words and actions</li> </ul>
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### Professional Capabilities Framework (PCF):

Competency	Result
Professionalism	Identify and behave as a professional Social Worker committed to professional development. Maintain HCPC registration. Demonstrate professional commitment by being responsible for their conduct, practice and learning.
Values and Ethics	Apply social work ethical principles and values to guide practice. Demonstrate ethical decisions. Demonstrate knowledge about the value base.
Diversity	Recognise diversity and apply anti-discriminatory and anti-aggressive principles in their practice.
Rights justice and Economic wellbeing	Ensure as a Social Worker, advance human rights and promote social justice and economic wellbeing.
Apply knowledge	Apply knowledge of Social Services law and social work theory and practice.
Critical reflection and analysis	Apply critical reflection and analysis to inform and provide a rationale for professional decision making.
Intervention	Use judgement and skills to intervene with families to promote independence, provide support and prevent harm, neglect and abuse.
Professional Leadership	Take responsibility for the professional learning and development of others through supervision, mentoring, assessing, research leading to leadership and management.

### Additional Requirements:

- The Council has a strong commitment to achieving equality of opportunity in its services to the community and in the employment of people. It expects all employees to understand, comply with and promote its policies in their own work, and to undertake any appropriate training.
- Comply with Health and Safety Regulations associated with your employment.
- Be aware of the council's responsibilities under the Data Protection Act 1984 for the security, accuracy and relevance of all personal data held on such systems and ensure that all processes comply with this.
- To treat all information acquired through your employment, both formally and informally, in strict confidence. There are strict rules and protocols defining employees' access to and use of the council's databases, any breach of which will be regarded as subject to disciplinary investigation.
- Potential requirement to work at any Council site.
- To demonstrate a flexible approach in the delivery of work within the service area. Consequently, the postholder may be required to perform duties not specifically identified in the job profile but which are in line with the general responsibilities of the post.
- Weekend and evening working is a regular feature of this job.

- Deal with any Safeguarding issues that might arise, in line with the Council's policies and procedures.

**London Borough of Havering  
Person Profile**

**Job Title: Team Manager**

**Grade: G10**

<b>Requirements</b>	<b>Minimum (M) Desirable (D)</b>	<b>Method of assessment</b>
<b>Skills, Abilities and Behaviours</b>		
<ul style="list-style-type: none"> <li>• Excellent verbal and interpersonal communication skills with a wide range of audiences, including making presentations on contentious issues.</li> <li>• Ability to operate at a strategic level.</li> <li>• High-level written/verbal skills; effective listening skills.</li> <li>• Ability to develop effective working relationships with a wide range of service providers from both statutory and voluntary agencies.</li> <li>• Ability to make use of management systems, including IT, in recording, retrieval and analysis of information.</li> <li>• To maintain confidentiality.</li> <li>• Able to be resilient, handling information with high-end Child Protection concerns, or child death, that can be emotionally challenging for themselves and others.</li> <li>• Excellent organisational/project management skills.</li> <li>• Ability to manage budgets/financial resources.</li> <li>• Demonstrate leadership and good team working skills.</li> </ul>	<p>M</p> <p>M</p> <p>M</p> <p>M</p> <p>M</p> <p>M</p> <p>M</p> <p>M</p> <p>M</p> <p>M</p>	<p>A/I</p> <p>A/I</p> <p>A/I</p> <p>A/I</p> <p>A/I</p> <p>A/I</p> <p>A/I</p> <p>A/I</p> <p>A/I</p> <p>A/I</p>
<b>Knowledge</b>		
<ul style="list-style-type: none"> <li>• Detailed knowledge and understanding of the Children Act 1989, 2004, Children and Social Work Act 2017, Working Together 2017 and other relevant legislation and frameworks.</li> <li>• Extensive knowledge of Child Protection issues, and how they impact that it has on children, young people and their families.</li> <li>• Understanding of Working Together 2010.</li> <li>• Ability to evaluate practice against standards as agreed in the service.</li> <li>• Detailed understanding and awareness of government agendas, as applied to children and young people's services, particularly relating to Child Protection, and the ability to translate this into service requirements.</li> <li>• A good understanding of administrative functions.</li> <li>• An understanding of Health and Safety principles.</li> <li>• A good understanding of equalities and diversity.</li> </ul>	<p>M</p> <p>M</p> <p>M</p> <p>M</p> <p>M</p> <p>M</p> <p>M</p> <p>M</p>	<p>A/I</p> <p>A/I</p> <p>A</p> <p>A/I</p> <p>A/I</p> <p>A/I</p> <p>A/I</p> <p>A/I</p>
<b>Experience</b>		
<ul style="list-style-type: none"> <li>• Substantial experience (e.g. at least 3 years) of managing and developing high performing staff in a statutory front-line social work setting.</li> <li>• Substantial relevant experience in front-line child</li> </ul>	<p>M</p> <p>M</p>	<p>A/I</p> <p>A/I</p>

<p>protection to equivalent of 'senior practitioner' level.</p> <ul style="list-style-type: none"> <li>• Evidence of developing and maintaining good working relationships with a wide range of customers and other stakeholders.</li> <li>• Demonstrable experience of representing the service at multi-agency forums, making informed, sound decisions.</li> <li>• Experience of achieving service improvement through the Quality Assurance process.</li> <li>• Demonstrable commitment to diversity issues in both service provision and employment practices, with evidenced achievement of positive outcomes.</li> <li>• Proven supervision skills, utilising a Reflective Model of practice.</li> <li>• Experience of successfully managing budgets/financial resources.</li> <li>• Experience of working in either a voluntary or statutory environment.</li> <li>• Experience of working effectively in a high pressure environment.</li> </ul>	<p>M</p> <p>M</p> <p>M</p> <p>M</p> <p>M</p> <p>M</p> <p>M</p> <p>M</p>	<p>A/I</p> <p>A/I</p> <p>A/I</p> <p>A/I</p> <p>A/I</p> <p>A/I</p> <p>A/I</p> <p>A/I</p>
<p><b>Qualifications</b></p> <ul style="list-style-type: none"> <li>• Social Work qualification as recognised by the HCPC.</li> <li>• Current HCPC registration.</li> <li>• Recent post qualification study in working with children and families and Child Protection.</li> <li>• ABE Trained.</li> <li>• Evidence of CPD, e.g. PQ qualifications.</li> <li>• Masters degree in social work field.</li> <li>• Successfully completed the foundation level systemic practice training.</li> <li>• Successfully completed the systemic practice supervision training.</li> </ul>	<p>M</p> <p>M</p> <p>M</p> <p>M</p> <p>M</p> <p>D</p> <p>D</p> <p>D</p>	<p>A/C</p> <p>A/I</p> <p>A/I</p> <p>A/I</p> <p>A/I</p> <p>A/I</p> <p>A/I/C</p>
<p><b>Working Conditions/Circumstances</b></p> <ul style="list-style-type: none"> <li>• To demonstrate an understanding of a commitment to Havering's Equal Opportunities Policy in both service delivery to the community in relationships with colleagues and in employment practices.</li> </ul>	<p>M</p>	<p>A/I</p>