

**Job Title**                      **Service Manager**

**Salary:**                        **CSRA**

**Hours per week:**        **36**

**Reports to:**                **Head of Service**

**Role Purpose:**

A Service Manager has operational management responsibility for a number of teams. The focus of this role is leadership and management of a number of teams, delivering social work services to children, young people and their families 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.

**Responsible for:**

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

The post is responsible for the planning, delivery and development of Early Help and Social Work service to Children, Families and Young People 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 (4<sup>th</sup> Tier Scheme of Delegation).

**Accountabilities:**

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

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.

**Key Stakeholder Relationships:**

Internal: 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: The Judiciary, CAFCASS, School and education leaders, Health providers and commissioning leaders, Voluntary Sector partners, Police and Probation.

**Statutory Responsibilities:**

Local authority statutory responsibilities relating to children in need, including those in need of protection and looked after children.

**Political Restrictions:**

This post is politically restricted under the Local Government and Housing Act 1989, as amended by the Local Democracy, Economic Development and Construction Act 2009 and the post holder may not have any active political role either in or outside work.

**Strategic Key Outcomes to deliver Our Vision:**

***'All Children and young people in Croydon will be safe, healthy and happy, and will aspire to be the best they can be. The future is theirs.'***

Outcomes are achieved through the:

- Creating an open system where challenge is welcomed and views are respected
- Inspiring Staff to feel passionate about the work that they do and the difference they make
- Understanding the lived experiences of children and young people
- Listening to staff, children and families
- A culture of performance management that drives improvements for children

**Key Deliverables:**

- To have lead responsibility for ensuring the Service operates in a way which safeguards children and is fully compliant with all statutory guidance including "Working Together (2018), the London Child Protection procedures and Croydon's practice standards, policies and procedures.
- To have lead management oversight over assigned teams to ensure services are planned, delivered and evaluated in ways which take full account of the views of children, young people, parents, carers, the community and relevant stake holders.
- In conjunction with the Department's Commissioning Service, to identify the needs of children in need in the community and use this information for service development and planning and to contribute to strategic commissioning.

- To ensure that services are accessible by, and effective for, children from all ethnic groups.
- To plan and manage programmes of change and projects designed to improve service outcomes.
- To take part in the senior management out-of-hours duty rota.
- To use and assist others in the use of information technology systems to carry out duties in the most efficient and effective manner.
- To achieve agreed service outcomes and outputs, and personal appraisal targets, as agreed by the line manager.
- To undertake training and constructively take part in meetings, supervision, seminars and other events designed to improve communication and assist with the effective development of the post and post holder.
- To ensure all the services within the area(s) of responsibility are provided in accordance with the Council's commitment to high quality service provision to users.
- To ensure that duties are undertaken with due regard and compliance with the General Data Protection Regulation (GDPR), Workforce Data Protection Policy and other legislation and Council's Policy.
- Carry out duties and responsibilities in accordance with the council's Health and Safety Policy and relevant Health and Safety legislation.
- To undertake other duties commensurate to the grade of the post.

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### **Service Manager requires 4 specific requirements**

- 1. Minimum Qualifications & Expertise**
- 2. Professional Capability Framework (PCF) Expectations for Social Work Managers**
- 3. Leadership Competencies**
- 4. Corporate Value Competencies**

#### **1. Specific Minimum Qualifications and Expertise**

- Social work qualification and current registration with HCPC
- 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.
- 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.
- A clear understanding of the Ofsted Inspection framework for Children's Social Care.
- 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.
- The postholder is required to undertake an enhanced DBS disclosure prior to employment and then every three years.

## 2. Professional Capability Framework (PCF) Expectations for Social Work Managers

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 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 they lead
- Accountable for the practice of social workers within the team 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 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.

## 3. Leadership Framework Competencies for Croydon - Our leadership framework follows the principles of a competency framework and all of our leaders are expected to demonstrate these through their application process.

**Developing Oneself** – You demonstrate the values every day, you are passionate about the services you lead and deliver the vision and outcomes of Croydon Council. You are inspirational and engage others through personal leadership making the vision understandable to everyone.

**Inspiring and Developing people** – You identify talent and develop their capability to ensure a committed and motivated workforce, you create a culture based on the corporate values and ensure staff and stakeholders deliver a desired outcome.

**Collaborating and Influencing for Results** – You are challenging and innovative in your approach to driving high standards and value for money, you trust and respect staff and partners and empower them to be courageous to try new approaches.

**Enabling and Facilitating the Community** – You create effective collaboration between stakeholders, establish relationships and understand others perspectives. You are open

and honest with others. You build a shared sense of purpose across Croydon, ensuring delivery and a collective use of resources

4. **Corporate Values Competencies for Croydon** - Our Corporate 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 to demonstrate and explain 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.