

Role profile

Job Title:	Service manager	Grade:	16
Department:	Children's Social care	Post no.:	TBC
Directorate:	Children's	Location:	Perceval House

Role reports to:	Head of Service
Direct reports:	Team Manager (up to 5)
Indirect reports:	Practice Manager, Senior Social Worker, Social Worker, Family Practitioner

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

The purpose of the role is to oversee the operational work of multiple teams to ensure the delivery of high-quality services that meet the needs of children and families and keep children safe. Effective leadership and strategic planning are critical components, as the role involves driving forward initiatives that align with the overarching vision for children's services. Collaboration with stakeholders and partners is key to creating an integrated service approach that addresses the complex needs of the community. By fostering an environment of continuous learning and adaptation, the role seeks to inspire and motivate teams to achieve excellence in all areas of practice. It demands a proactive approach to embedding innovative models, such as the Brighter Futures Practice Model within the teams to enhance service delivery.

- To have operational oversight of the Front Door Family Help service in accordance with the legislative and regulatory framework.
- To be responsible for the line management of up to 6 direct reports across the service.
- To lead on the recruitment of new staff members within the service.
- To be responsible for the performance management of social work practice, including timely recording of key social work tasks within the service.
- To contribute to the strategic development and implementation of practice across the service.
- To champion the Ealing Vision into Practice and embed the Brighter Futures Practice Model.

Key accountabilities

- To lead and manage the Ealing Children's integrated front door (ECIFD) and the Family First Initial Support Team, ensuring a prompt and efficient response to all contacts and referrals and high-quality information sharing with partner agencies.
- To lead the service in accordance with the Knowledge and Skills statement for child and family practice supervisors 2018.
- To have a detailed understanding of the legal framework and statutory requirements relating to safeguarding children under the Children's Social Care National Framework and Working Together to Safeguard Children 2023.
- To act as required on behalf of the Head of Service, also providing Service Manager coverage across other teams within Children's Services when necessary.
- To work closely with ECIFD Team Managers and Family First Initial Support Team Managers, covering the ECIFD service as necessary, and ensuring prompt assignment of contacts from ECIFD into the Family First Initial Support Teams.
- To establish and maintain strong partnerships with multiagency partners to deliver effective support for children, young people, and families with children.
- To produce an annual service plan for presentation to senior leaders and link appraisal objectives to the annual service plan.
- To be accountable for service progress against the service plan and a set of agreed key performance indicators and targets; providing regular and reliable management information and analysis to inform continuous learning
- To collaborate strategically with peers to monitor performance and improvements across Children's Social Care attending the performance development board.
- To conduct monthly supervision and annual appraisal of direct reports, ensuring timely decision-making, professional guidance, support, recognition of good practice, and addressing areas of underperformance with appropriate plans

- To ensure effective monthly supervision of social work and social care practice by all line managers within service areas, focusing on improved outcomes for children and young people, alongside professional support, and development of staff.
- 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.
- To establish rigorous, fair and transparent processes for managing the performance of staff including accurate measures of practice through direct observation.
- To create an environment of high support and high challenge, enabling prompt and corrective actions 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's Social Care.
- To ensure that decisions about children entering care, returning home, or being placed with extended family are thorough and justifiable and evidenced in children's records.
- To ensure that the long-term consequences of decisions are properly explored and understood and service manager oversight is recorded to outline these considerations.
- To provide briefings to Directors, and Heads of Service, and Council members in response to specific case matters or development of policy and legislation relevant to the service in the interests of children and families.
- To provide written reports to the Head of Service, Quarterly Safeguarding Children Meeting, Ealing Safeguarding Children's Partnership and Performance and Development Board as and when required to update on progress in respect of children who need help and protection.
- To ensure that practice standards and procedures are adhered to and that staff within the service contribute to the development and review of these standards.
- To promote and develop best practice opportunities with staff, children, and young people linking these to the Connected Communities Vision of the Council.
- To maintain oversight of auditing, reviewing, and developing services in alignment with departmental priorities, including evaluating team performance against management standards.
- To participate in recruitment activities for the service, including the provision of learning opportunities for social workers in training.

- To promote a strong culture of learning, development, and performance improvement within the service, ensuring that staff have access to training and development opportunities.
- To develop staff with emerging leadership talent, and support retention through the provision of challenging, interesting, and motivating opportunities.
- To act in a manner that upholds the reputation of the Local Authority and the social work profession, whilst always prioritizing the best interests of children.

Key performance indicators

- Track the responsiveness to initial contacts and referrals received into the ECIFD Service.
- Ensure the application of threshold is appropriate through sampling work and reviewing management decisions in response to contacts and referrals.
- Ensure children are visited and provided with support in accordance with statutory guidelines and Ealing practice standards' timescales.
- Ensure timely allocation of work and that there is no unallocated work incoming to the service.
- Ensure responses to children in need of help and protection are timely and are informed by partner agency information.
- Ensure Child and Family Assessments, Strategy Meetings and child protection investigations under S.47 of the Children Act 1989 commence promptly with clear management oversight.
- Ensure assessments are reviewed at the 10-day point.
- Ensure Child and Family Assessments are concluded at day 35 and signed off by managers by day 45 of the assessment process.
- Ensure the voices of children and families are consistently captured through different approaches, including use of digital applications.
- Ensure complaints are responded to considerately and sensitively in accordance with departmental timescales.
- Achieve "Good" or "Outstanding" service ratings in assessment and evaluation processes including governmental, Council-led and other inspections.
- Secure sustainable partnership arrangements with key partners (defined in the Children Act 2004) and others, particularly health, schools, colleges and the voluntary sector, and other Boroughs, where these add value to the work of the service in seeking to improve outcomes for children and young people.
- To ensure Safeguarding services across the Borough work effectively and collaboratively to achieve excellence against all national and locally set targets and to chair and participate in panels
- Work closely with other service managers to ensure that Children's Social Care Services are seamlessly delivered and the child is always placed at the centre of decisions.
- The post holder will participate and lead meetings and will develop and participate as necessary in formal and informal training exercises, workshops/discussion groups.

- Ensure every family has the opportunity to engage in a Family Group Conference.

Key relationships (internal and external)

- Social Work teams- ensuring social work teams are being guided and delivering best practices
- Children and Families- Engaging with children and their caregivers to provide support, build trust, and ensure interventions are effective.
- Multiagency partnerships – Collaboration with police, health care professionals, schools and local authorities for coordinated safeguarding efforts
- Community organisations and Charities-partnering with local initiatives to provide additional resources and family support.
- Senior Leadership and Local Authorities- Reporting on service effectiveness and managing budgets
- Training and Development teams – supporting staff development
- Legal Professionals and Court- working on care proceedings and legal interventions for children at risk

Authority level

- Decision making responsibility – ensuring compliance with safeguarding policies managing critical cases.
- Operational oversight, monitoring caseloads, ensuring services meet regulatory standards.
- Chair Resource panels to monitor and track costs and throughput of work.
- Chair complex case discussions to make decisions about care plans for children and when to escalate intervention / reduce intervention.
- Chair complex strategy meetings and work closely with service managers in Adolescent Services, Long Term Child Protection Services, Fostering and Access to Resources to make plans for children.
- Oversee Policy Implementation, ensuring safeguarding legislation such as the Children Act 1989 is complied with.
- Represent the service at Performance and Development Board and other strategic departmental meetings for Children's Services across the council.
- Multiagency coordination – collaboration with the police, education and health and attendance at partnership strategic meetings.
- Resource management- appropriate control of financial agreements in accordance with the local authority's scheme of delegation.
- Escalation handling – making safe decisions.
- Accountability to senior management. Ensure completion of Need to Know documents to notify senior leaders of critical cases.

Additional Requirements

To undertake any other duties that may be required to meet the demands of the service. These may be varied from time to time to meet the needs of the service.

Availability to undertake duties outside normal working hours in order to meet specific needs or objectives (EDT)

To participate in the out of hours on call duty manager rota.

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.

Candidates, please address the criteria marked with () only in your application. Please give examples.**

Essential knowledge, skills and abilities

1. Proven ability to manage multiple teams / services in accordance with the allocated budget. **
2. Experience of, and demonstrated competence in upholding the knowledge and skills required by practice supervisors under the Knowledge and Skills Statement for Child and Family Practice Supervisors 2018.
3. Evidence of continuous professional development with management training for social care contexts e.g, supervision training, practice educator training, leadership and management training / coaching.
4. Ability to create and manage systems to plan, organise and use resources effectively. **
5. Ability to create and manage systems for the supervision of staff and their professional development. **
6. Ability to communicate effectively with a range of people both verbally and in writing internal and external, as individuals and in groups. **
7. The ability to demonstrate an enthusiasm to 'get the job done' **
8. Proficient in the use of IT
9. Ability to manage and implement change and effect "joined up working" across internal and external departments. **
10. Knowledge of key challenges in social care and provide solutions to mitigate against the challenges.

11. Knowledge of current developments in services for the area for which the post holder has a responsibility. **
12. Knowledge and experience of Partnership Working. **
13. Detailed knowledge of all national legislation and statutory requirements that underpin safe and excellent delivery of Children's Services. **
14. Knowledge of government guidelines and standards that support the delivery of safe, high-quality services to children. **
15. Proven track record of leadership which has delivered on corporate action plans, service plans and departmental targets within timescales.

Essential qualification(s) and experience

1. Bachelor's degree in social work / Dip.S.W. / C.Q.S.W. or equivalent recognised social work qualification.
2. Registration with Social Work England is mandatory.
3. Proven experience in a Team Manager's role.
4. Proven management experience in a social work or health care setting.
5. Proven experience of supervising multiple staff effectively.
6. Proven experience of effectively managing and delivering services to Children in Care.
7. Proven experience of effective workload management.
8. Proven experience of promoting equal opportunities, anti-discriminatory and anti-racist ways of working.
9. Experience of effective co-production work with service users to shape service design.

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 will 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