# Role profile

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| **Job Title:** | Team Manager (Generic) |
| **Department:** | Children and Families |
| **Directorate:** | Children |

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| **Grade: 14 / 15** | **Spinal column point range:**<br>**G14 - 44-48**<br>**G15 - 47-50** |
| **Post no.:** | Various |
| **Location:** | Various |

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| **Role reports to:** | Service Manager<br>Or in some teams Head of Service |
| **Direct reports:** | Practice Managers<br>Senior Social Workers<br>Experienced Social Workers |
| **Indirect reports:** | Social Workers, Family Practitioners, ASYE, Student Social Workers and Apprentices |

# 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.

The Team Manager in Children's Services will lead a team of Social Workers, Senior Practitioners, Family Practitioners, ASYE and Student Social Workers to deliver effective intervention to make a positive difference to the lives of Children and Families in Ealing.

The pay grade for the team manager role spans Grade 14 and Grade 15. The position of an employee in terms of their allocated Grade is dependent upon the level at which they match the elements of the person specification.

Movement through the Grades from G14 to G15 will take place through the annual appraisal process during which, progress against the person specification will be reviewed and progression to G15 can be recommended. This is subject to all mandatory requirements of the individual employee's learning plan being fulfilled.

**Purpose of role**

- To oversee the day-to-day operations of the team, supervising and supporting social workers in the management of their cases, stepping in where needed to achieve positive outcomes for children and families and ensuring that the welfare of children and young people is prioritised.

- To provide effective leadership, ensuring a supportive and collaborative working environment encouraging high standards in others and assisting and inspiring the team towards achieving their goals.

- Responsible for workload allocations, management, as well as regularly reviewing team members' cases.

- Attend professional partnership meetings, management meetings and Child Protection Conferences as required.

- Accountable for decision making at referral, planning and closure meetings, providing good quality management oversight.

- Build strong working relationships with other statutory and voluntary organisations to develop and sustain services that best meet the needs of children and families.

- Responsible for investigating and responding to complaints in accordance with the complaints procedure.

- To be responsible for determining priorities, assessing need and risk, and the efficient delivery of quality and cost-effective services.

- To provide a high-quality practice framework, underpinned by theory and 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).

- Achieve performance targets in conjunction with management through motivating and managing the team effectively.

- 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.

- 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.

- 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.

- To lead on people management responsibilities including:

  a) Staff recruitment (including participation in appointment panels) and retention.

  b) Staff appraisals and supervision including evaluation and recommendations for career progression and probationary reviews.

  c) Investigation, preparation and presentation of discipline, grievance and capability hearings and appeals.

- Chair multi-disciplinary meetings, reviews, and development planning meetings, which may involve the assessment of needs and allocation of resources.

- Participate in central government national and other inspections.

- Hold an overview of services and personally lead the development of specific areas of professional practice, as directed.

- Attendance at resource allocation panels within the Team Manager's area of responsibility.

- Identify 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 recognize 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. Undertake continuing professional development including participating in supervision, PDRs, and attending training as/when required.

- To lead the development and implementation of new initiatives and ways of working within own service, as directed.

- To support staff in instructing and advising legal representative(s) in Court proceedings.

- To ensure high quality case records and management information are maintained, utilized, 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.

- Ensure all employees in teams demonstrate effective management of information management systems.

- Establish and monitor Key Performance Indicators, instigate and evaluate casework audits and respond to recommendations of other audits and inspections.

- Ensure views of service users and carers are incorporated into service planning and commissioning.

- Accountable for budgetary projections and analysis of spending across the service, securing optimum value for money and ensuring financial targets are met.

- Ensure health and safety requirements are met within services and comply with Health & Safety Legislation.

- Plan and implement service development along with the Service Manager.

- Provide expertise and knowledge in meeting statutory requirements.

- Inform Service Managers of high risk situations for children and families utilising the procedures, ie: Child Protection, Missing, Serious Incident Notifications.

- To deputise for the Service Manager as directed providing management cover where required in the absence of other managers across the service.

- To operate an effective duty system in the teams

- Ensure regular team meetings are held.

- Work flexibly to meet the needs of the service.

- Embed and promoting the Brighter Futures Practice and ensure all staff in the team are trained and using the model effectively.

**Key performance indicators**

- An excellent knowledge and clear understanding of all relevant current legislation and Court processes.
- Compliance with Court legislation, regulations and guidance, including audits and quality assurance checks.
- Evidence of personal development as a leader.
- Achievement of service-specific recruitment and retention targets including 95%+ of annual appraisals completed within the timescale.
- Achieve “Good” or “Outstanding” service ratings on client satisfaction surveys and relevant assessment processes including governmental, Council-led inspections.
- Speed of response to new referrals or emergency situations consistently good.
- Feedback from parents, carers, children, and young people's satisfaction regarding the services provided and their engagement with the team is good and / or outstanding.
- Increased percentage of children successfully reunited with their families

- Reduced re- referrals which indicates the long-term effectiveness of our intervention
- Proportion of children in suitable education, training or employment especially for older children, are continuously improving.
- Improved quality of case supervision, personal supervisions, and management oversight is clear and reflective.
- Overall consistent good and outstanding team performance against objectives including quality of assessments and care plans.

**Key relationships (internal and external)**

- Children, Families and Carers
- Practice Managers, Senior Social Workers, Social Workers, ASYEs, Apprentice and Student Social Workers
- Staff at all levels within the Council including Children's services, HR, Finance, Housing
- Children's Services Management Team
- Legal department / Courts
- Police/ Probation
- Education
- Health
- Voluntary Services
- Youth Offending Service

**Authority level**

- Responsible for allocated financial resources together with the Service Manager.
- Responsible for the professional management of Social Workers and multi-disciplinary teams.
- Contributes to departmental business planning processes.
- 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 For G14 Team Manager**

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 in a multi-disciplinary and multi-functional setting.

3. Ability to demonstrate professional thinking and research skills in child safeguarding and care and to implement this within the service.

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 life.

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. xx

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 manage the work performance, conduct and professional development of others.

12. Demonstrated ability to manage team budgets effectively, ensuring value for money and alignment with service priorities.

13. Ability to engage, motivate and encourage others through personal leadership style and self-presentation.

14. **Ability to make sound and complex decisions under highly pressurized, fast paced conditions, striking a balance between speed and depth of thought and managing risk factors.

15. Ability to focus on results, work to deadlines and meet performance targets.

Progression to Grade 15 requires advanced mastery of knowledge, skills, and experience, evidenced through appraisal reviews, peer feedback, and performance metrics. This builds on Grade 14 essentials by emphasising strategic application, innovation, and leadership within a statutory context.

**Essential Knowledge, Skills, and Abilities at G15**

- **Expert knowledge and strategic application of key legislation (e.g., Children Act 1989, Working Together 2023, Adoption and Children Act 2002), with examples of demonstrated skill to lead local adaptations of national initiatives and integrate research into service-wide strategies.
- **Advanced proficiency in the Professional Capabilities Framework (at strategic social worker level) and the Knowledge and Skills Statement for child and family practice supervisors (2018), with evidence of mentoring others to meet these standards.
- **Superior analytical and supervisory skills to provide reflective, evidence-based supervision in high-risk scenarios, challenge systemic barriers, and promote human rights.
- Exceptional communication skills to lead multi-agency partnerships at a strategic level and innovate solutions for diverse challenges, including poverty, discrimination, and radicalisation.
- Advanced IT and data analysis skills to identify trends, ensure records exceed compliance standards (e.g., GDPR), and inform service improvements.
- **Specialist leadership in a chosen area (e.g., fostering, child protection), demonstrated by promoting knowledge across Children's Services through training or policy development.
- Proactive leadership in health and safety, including conducting team-level risk assessments and ensuring compliance with the Health and Safety at Work Act 1974.

- **Experience of leading operational teams through change and transformation.

**Essential qualification(s) and experience**

1. **Professional social work qualification: CQSW, DipSW, CCETSW approved equivalent, social work degree.

2. **Registered with Social Work England as a qualified social worker.

3. Extensive post qualification experience of working in a statutory social care setting.

4. Leadership or management qualifications are strongly preferred

5. Prior Supervisory experience of staff

6. Practice Educator Qualification

7. Experience delivering training or workshops

8. Extensive experience of dealing with complex child protection / safeguarding / social care issues and care proceedings.

9. Proven experience in managing work performance, conduct, and professional development of staff.

10. Significant experience of assessing needs, 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 life.

# Values and behaviours

| **Improved life for residents** | **Trustworthy** | **Collaborative** | **Innovative** | **Accountable** |
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| • Is passionate about making Ealing a better place.<br><br>• Can see and appreciate things from a resident point of view.<br><br>• Understands what people want and need.<br><br>• Encourages change to tackle underlying causes or issues | • Does what they say they will do on time<br><br>• Is open and honest.<br><br>• Treats all people fairly | • Ambitious and confident in leading partnerships<br><br>• Offers to share knowledge and ideas.<br><br>• Challenges constructively and respectfully listens to feedback.<br><br>• Overcomes barriers to develop our outcomes for residents | • Try out ways to do things better, faster and for less cost.<br><br>• Bringing ideas from outside to improve performance<br><br>• Takes calculated risks to improve outcomes.<br><br>• Learn from mistakes and failures | • Encourages all stakeholders to participate in decision making.<br><br>• Make things happen.<br><br>• Acts on feedback to improve performance.<br><br>• Works to high standards |