

## Job Profile

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<b>JOB TITLE:</b>	Service Manager
<b>GRADE:</b>	<b>POF</b>
<b>POST NO:</b>	<b>30151, 30152, 30153</b>
<b>JOB TIER:</b>	5
<b>DBS CHECK:</b>	Enhanced
<b>GROUP:</b>	Children's Services
<b>SERVICE:</b>	Children's Services

### REPORTING STRUCTURE

<b>Reports to:</b>	Assistant Director
<b>Direct Reports:</b>	Up to 10
<b>Indirect Reports:</b>	Up to 90

### ROLE PURPOSE:

To manage and deliver a service in accordance with legislation, National Standards, safeguarding procedures and local policies. To develop effective multi-disciplinary practice to maximise the use of resources and provide an efficient and effective service to children, families and carers.

To establish, maintain and develop joint planning, service delivery, commissioning and purchasing with other appropriate agency bodies in line with Council procurement and contract management processes. To develop and maintain strong and effective partnerships within the council and with external partners to enable the most effective use of resources that meet the needs of residents.

To work as an active member of the senior manager group in exercising both statutory and non-statutory council duties to children, young people and their families. To lead on planning and implementation of effective services for all areas of the service, as well as developing the workforce and creating a learning environment for staff.

To be responsible for the management and monitoring of delegated financial budgets for the service from multiple funding streams and approve expenditure in line with the scheme of delegation. To work closely with colleagues from Corporate Finance to ensure that income and expenditure is monitored in accordance with council policy.

Leading by example, service manager is expected to take responsibility for recruitment and retention, continuous improvement on quality and delivery of services in line with local and national policy.

To inform and advise senior officers of local and national issues and developments specific to the service and the potential resource implications.

To take responsibility with delegated authority for the services during the temporary absence of line manager, to attend monitoring and scrutiny groups as required and internal senior management meetings as required.

To effectively represent the council in various external forums.

## **A. Job Description**

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### **1. Resident & Community Contribution**

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- To enable and ensure the work of the service addresses the needs of children, carers and families and meets the statutory/legal obligations for the Council as they relate to the role.
- To demonstrate understanding and role model the Council's *Customer Care Standards* and ensure that these standards are met across area of own responsibility in order to deliver the Council vision of 'putting our residents first.
- Ensure the active participation of children, young people and parents/carers in service planning and delivery as appropriate and use feedback to inform service delivery and staff development

## 2. People Management

- To provide strong, visible service leadership and professional supervision in order to motivate, manage and develop service staff to deliver a culture of high-quality performance and continuous improvement in a multi-disciplinary environment.
- To ensure an environment that supports and respects diversity, promotes inclusions and is anti-racist.
- To be responsible for the selection, development and performance of the managers and practitioners within the service area in line with the Council's HR policies.
- To ensure all service colleagues receive the appropriate level of communication to maintain engagement with the Council's vision, priorities and activities.
- To be responsible for maintaining a safe and healthy working environment in line with Health & Safety at Work Act (1974); and
- To be accountable for KPI's relevant to the service area and to demonstrate ability to work with others to continuously improve outcomes for children and young people.

## 3. Operational Service Delivery

- To provide high quality services within the service area that meet statutory requirements.
- To ensure that children are appropriately safeguarded and measure taken to prevent/minimise risk of harm.
- To manage the effective use of resources, including staff budgets, within the service area.
- To act as an independent investigator for complex or stage 2 complaints and/or internal HR investigations.
- To work in partnership across the Council and with other statutory and voluntary agencies as appropriate.
- To provide and present reports to senior leaders, members and committees as required
- To contribute cross council quality assurance, participate in out of hours safeguarding rota arrangements and Council wide emergency management rotas.

#### **4. Service Planning & Development**

- To develop service plans to determine objectives and drive the delivery of these objectives in line with the council and directorate strategy.
- To work in collaboration with internal and external stakeholders and providers so that services for vulnerable children and families may be jointly planned, commissioned and delivered informed by a strong collective understanding of need.
- To ensure clear Service Level Agreements (SLAs) and contracts are in place where appropriate, and are appropriately monitoring to deliver on identified outcomes and KPIs.
- To maintain a current service workforce plan including a succession plan for all key roles.
- Provide accurate and timely financial planning and forecast for the service.
- To ensure that the service is prepared for statutory inspection in line with published guidance.

#### **5. Financial & Resource Management**

- To be accountable and to take responsibility for, the effective management of the allocated budget for the service in line with the Council's financial regulations and priorities, including review planning and future resource commitments.
- To take responsibility for the effective management of the allocated budget and assets of the service. This involves overseeing expenditure, aligning resource allocation with strategic decisions, and ensuring cost-effectiveness and value for money
- To ensure all purchasing and procurement is conducted in line with the corporate guidelines with appropriate use of the Council's financial systems;
- To ensure that all workforce expenditure is compliant with corporate guidance.

#### **6. Continuous Improvement**

- To ensure strategies and plans are reviewed, developed and informed by a clear understanding of related national and local policies and needs.
- To create an inclusive culture in the service where all colleagues participate and are included, providing support and challenge in a constructive and proportionate way.
- Manage the implementation of improvement initiatives and change programmes using the Project Management and Service Improvement methodologies and approaches.

#### **7. Contacts**

- Ability to work effectively with Procurement, Commissioning and Brokerage to understand and manage contracts, assess performance and hold providers to account on their delivery.
- Support, listen to and advise other officers within the Council, children / residents and their representative bodies.
- Advise Assistant Director and Director on matter related to the Service.
- Report and attend political forums if and when needed.

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- Contact with partners and other external bodies, including Ofsted, West London Alliance, safeguarding board, etc.

## 8. Additional Responsibilities

- To demonstrate adaptability in the face of adversity, with the ability to handle high-pressure situations and make difficult decisions
- The duties and responsibilities outlined in this job profile are indicative of the role, however they are **not exhaustive and** may be subject to change. In addition, you will be required to undertake other **reasonable duties** as directed by your manager.
- This profile/JD is not intended to be an exhaustive list of duties the post holder will carry out. Other reasonable duties commensurate with the level of the post, including supporting emergency and priority situations will form part of this role.

## 9. Key Performance Indicators

- KPIs will be developed, through the Appraisal process encompassing current council and service area priorities.
- The post holder is responsible for the KPI's relating to the service performance, the effectiveness and efficiency of delivery, and to support all other KPIs as identified jointly between the position holder and line manager.

## B. Person Specification

This person specification will be used for recruitment to this vacancy and will form the basis of the application form, and candidates will be also assessed against aspects of this person specification at interview.

<b>1. QUALIFICATIONS</b>	<b>ESSENTIAL</b>	<b>DESIRABLE</b>
	✓	✓
Experienced Manager with relevant professional qualification at degree level or equivalent	✓	
Social work qualification and registered with SW England	✓	
Evidence of continued professional development and post qualification activity, including research, practice educating, delivering training etc.	✓	
Accredited management qualification or equivalent experience		✓
3 or more years experience in management of statutory social care services	✓	
<b>2. STATUTORY or ROLE SPECIFIC REQUIREMENTS</b>	<b>ESSENTIAL</b>	<b>DESIRABLE</b>
	✓	✓
Understand the statutory duties relevant to the service area of responsibility.	✓	
Current registration with SW England	✓	
Demonstrates high level analytical and critical thinking skills	✓	

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Demonstrates sound judgement in the absence of clear guidelines, seeking advice as necessary	✓	
Ability to draw qualitative and quantitative data/information from a range of sources and present in a clear and concise manner	✓	
Ability to analyse information/evidence, assess options and draw appropriate conclusions/make decisions	✓	
Able to work flexibly to meet the needs of the service including out of hours work as required	✓	
<b>3. EXPERIENCE</b>	<b>ESSENTIAL</b> ✓	<b>DESIRABLE</b> ✓
Direct experience of, recruiting, leading and managing staff at different levels in an organisation	✓	
Experience of leadership, management and leading change and transformation in	✓	
Experience of delivering a Council's statutory duties with regard to social care	✓	
Experience of leading teams through change and transformation programmes.	✓	
Experience of implementing new systems and innovation generally	✓	
Experience of managing an allocated budget including robust monitoring and forecasting	x	
<b>4. KNOWLEDGE &amp; SKILLS</b>	<b>ESSENTIAL</b> ✓	<b>DESIRABLE</b> ✓
Knowledge of the statutory social care legislation and processes.	✓	
	✓	
Knowledge of the legal framework in which children services are operating and ability to represent the service in the Family Court	✓	
Knowledge of research, policy and practice developments in relation to the service, using the principle of 'what works' and "good practice"	✓	
Ability to set Performance standards, establish systems of quality assurance, evaluate and review service delivery	✓	
Ability to contribute to the strategic planning of the service in relation to government policies, local issues and emerging trends	✓	
Demonstrate understanding of the key challenges facing the service using knowledge skills and innovation to address the challenges.	✓	
<b>5. COMPETENCIES</b>	<b>ESSENTIAL</b>	<b>DESIRABLE</b>
<b>Passion to make a difference:</b> Strives to improve outcomes for residents, identifying efficiencies and smarter ways of working, and encouraging creative input from others- so that solutions developed are practical, fit for purpose and implemented appropriately.	✓	
<b>"Can do" positive attitude:</b> Identifies opportunities for organisational change, taking into account the wider impacts of change; ensuring the needs of stakeholders and residents are considered and acts as a positive role model for new initiatives.	✓	
<b>Leads and inspires others:</b> Values the contribution of others and fosters a culture of respect, diversity and inclusion, encourages constructive, open feedback and innovative thinking.	✓	

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<b>Credibility:</b> Gives clear and consistent direction involving others whilst retaining accountability.	✓	
<b>Drives improvement:</b> Examines and considers risk, balancing risks against improvements, and ensures improvement plans are appropriately resourced and supported.	✓	
<b>Strategic thinker:</b> Understand and examine the wider council environment, contributing to new business strategies and identifying and managing risk.	✓	
<b>Decision maker:</b> Willing to make difficult decisions and remain accountable for those decisions and takes personal responsibility for communicating these.	✓	
<b>Team Player &amp; Networker:</b> Facilitates effective team, resident and stakeholder relationships to achieve organisational objectives. Works and liaises with other senior management teams across departments and wider public sector.	✓	
<b>Management:</b> Ensures effective business delivery through influencing and motivating others, providing direction, promoting a culture of high performance and an environment of dignity and respect.	✓	
<b>Communication:</b> Uses tact and persuasion to influence others, confidently, clearly and consistently delivering key messages to teams and external stakeholders.	✓	

The council has a set of values which guides us in our behaviours at work. All council employees must demonstrate as an essential requirement for the job. These are:-

<b>Respect</b>	We appreciate what makes us different and include everyone	<ul style="list-style-type: none"> <li>• We recognise that we all have unique talents, skills and experiences.</li> <li>• We provide a professional service to our residents and colleagues and lead by example.</li> <li>• We celebrate diversity and ensure our working practices are inclusive.</li> </ul>
<b>Collaborative</b>	We believe in the power of working together	<ul style="list-style-type: none"> <li>• We work collaboratively as one council.</li> <li>• We promote creativity and innovation to improve outcomes for all.</li> <li>• We recognise the strength of sharing knowledge and experience.</li> </ul>
<b>Efficient</b>	We deliver the best possible outcome by carefully managing our resources.	<ul style="list-style-type: none"> <li>• We are empowered to deliver the most efficient outcome.</li> <li>• We harness new technology and tools to deliver our services efficiently.</li> <li>• We look after our finances and maximise value for money for residents.</li> </ul>

<b>Integrity</b>	There is no gap between what we say and do.	<ul style="list-style-type: none"> <li>• We choose what is right over what is easy.</li> <li>• We trust and support each other to get the job done.</li> <li>• We are responsible and accountable for our actions, both good and bad.</li> </ul>
<b>Open &amp; Honest</b>	We are transparent in the actions and decisions we take.	<ul style="list-style-type: none"> <li>• We provide a safe space to have truthful discussions in a positive way.</li> <li>• We encourage constructive feedback without fear of judgement.</li> </ul>

**GUIDANCE NOTES**

The job description is a broad list of responsibilities and outcomes. It is not a list of tasks.

Some grades are nationally prescribed, and the job evaluation scheme does not apply to these posts i.e. Soulbury, Youth and Community Workers and Teachers.

The person specification describes the skills, knowledge, qualifications and specific conditions required to undertake the role.

This person specification will be used for recruitment to the post. It will form the basis of the application form, and candidates will be also assessed against aspects of this person specification at interview.

Person specification criteria must be objective, relevant and measurable for applicants to be assessed on merit.

Asking for time-linked experience must be justifiable as it could be age discriminatory. The quality of the experience is often more relevant than the quantity.