

## Job Description

Job Title: Service Manager

Reports to: Service Director of Quality Assurance & Practice Improvement

POSCODE:

Grade: P4

### Overall purpose of the job

The purpose of the role is to support the delivery of a high quality and effective social work service that responds to the needs of children and their families in a timely manner and within statutory guidelines, whilst providing scrutiny and challenge regarding the plans for children and young people.

The Service Manager within Quality Assurance hold a role arm's length and independent of the immediate day to day case work, allowing them to be more strategic and provide challenge and scrutiny to the work of the Local Authority and partner agencies, promoting best outcomes for children. This role will embed a culture of continual improvement through the implementation of the QA Framework within Children's services across the Children, Education and Families Directorate.

### Main accountabilities

Please list the accountabilities in descending order of priority. Please include 6-9 accountabilities.

	Main accountabilities
1.	<b>Role Specific</b> <ul style="list-style-type: none"> <li>To line manage a team of up to 8 staff members within the Quality Assurance &amp; Practice Improvement unit including but not limited to the Quality Assurance Officers (QAO); the Independent Visitor and Participation Officers; including supervision, recruitment, induction, mentoring, learning and development and performance management functions.</li> <li>To monitor and manage the allocation of audits and other QA activity of the QA Officers.</li> <li>To lead on the implementation of the Quality Assurance Framework. To identify models of good practice and innovate new ways of QA and evidencing impact on outcomes for children, young people and their families.</li> <li>Actively inform themselves of developments in research and evidence based practise to inform their professional leadership, act as a resource for colleagues and inform training programmes.</li> <li>Disseminate models of good practice across agencies and contribute to the development of best practice standards with an emphasis on user experience and outcomes.</li> <li>To lead on the annual audit programme and delivering practice workshops, reflective spaces, and other practice improvement activities.</li> </ul>

	<ul style="list-style-type: none"> <li>• To provide reports as required to the senior management team to deliver the findings from audits, offering suggestions for service improvement, and detail how actions from audits and the continuous improvement framework impact on service delivery and improve standards and outcomes for children and young people.</li> <li>• To deliver training to social care staff and staff from other agencies to improve practice standards.</li> <li>• To work with senior managers to ensure the outcome of quality assurance activities are incorporated in departmental policy, procedure and guidance.</li> <li>• To offer expert support in the production of independent case management reviews and reviews / chronologies as part of national Practice Reviews.</li> <li>• To ensure effective systems are in place to capture service user feedback; including but not limited to service user surveys; feedback forms and consultations. To conduct analysis of feedback and prepare reports and recommendations.</li> <li>• To work with the Complaints Managers to ensure learning from complaints feeds into the QA Framework and improvement activity.</li> <li>• To represent the service at relevant meetings including Safeguarding Partnership Board meetings; regional network meetings and such, as and when required.</li> <li>• To work with partner agencies on relevant aspects of performance management to promote effective multi-agency working.</li> <li>• To actively contribute to the organisation of networking and training events both within the council and with external partners.</li> <li>• Identify and report on any areas of risk and initiate corrective actions, escalate concerns where appropriate.</li> <li>• To manage a delegated budget.</li> </ul>
2.	<b>Risk Management</b> <ul style="list-style-type: none"> <li>• Being a confident and consistent leader and manager in the management of risk, advising others when required (both internal to Children's Social Care and partner agencies).</li> <li>• Assisting in embedding the QA Framework.</li> <li>• Be able to work across any function area within the service in the management of risk.</li> <li>• Ensure all members of the service hold safeguarding as a priority and manage risk accordingly and to escalate using the escalation procedures to the Heads of Service in appropriate manner any practice concerns.</li> <li>• To advise QA Officers on and make decisions in respect of QA for serious or highly complex cases and escalate as required.</li> <li>• To ensure appropriate security and confidentiality of all information in relation to children and any other business of the service.</li> </ul>

3.	<p><b>Leadership and Management</b></p> <ul style="list-style-type: none"> <li>• Provide leadership by means of advice to units across functions as necessary and ensure the provision of high quality QA&amp;PI activities, sharing expertise and specialism.</li> <li>• Demonstrate an exceptional ability to manage change effectively within the QA&amp;PI service, and support change as appropriate within the wider Children's services.</li> <li>• Ensure through audit and where appropriate remedial actions / escalations, the assessment, planning and review of casework is purposeful, targeted and timely.</li> <li>• Lead on / support practice development initiatives to ensure a confident and professional workforce.</li> <li>• Model the values and principles that underpin high quality social work practice.</li> <li>• Play a pivotal role in the appraisal of staff performance and decision making in relation to performance related pay.</li> <li>• Facilitate information exchange by establishing good communication mechanisms both internally and with external partners.</li> <li>• Attendance at key meetings and advising on highly complex and contentious issues.</li> <li>• Advise on the strategic development of children's social care to meet the needs of customers and identifying and embedding best practice.</li> <li>• Be alert to national and regional changes in policies and procedures and inform practice within the local authority.</li> </ul>
4.	<p><b>Service Delivery</b></p> <ul style="list-style-type: none"> <li>• Identify, implement and review strategies to support recruitment and retention of staff in consultation with Heads of Service.</li> <li>• Create, sustain and review systems and frameworks for the prioritisation, management and throughput of QA&amp;PI activity including audits; service reviews, service inspections, workshop programmes, etc. and associated report writing.</li> <li>• Responsible for the delivery of a service that meets the requirements of The Children Act and related legislation and Council standards and objectives.</li> <li>• Be responsible for ensuring continuous and safe service delivery including assuming direct responsibility for the work in the absence of QA Officers.</li> <li>• Ensure capacity within the service to manage, scrutinise and challenge the highest levels of risk.</li> <li>• QA&amp;PI lead for managing organisational risk and working closely with the Service Director to ensure measures are put in place to mitigate against risk through timely and effective scrutiny and escalation.</li> <li>• To undertake case management reviews and Reviews for National Practice Reviews as required on behalf of the service and participate in the dissemination of learning in conjunction with partner agencies.</li> </ul>

	<ul style="list-style-type: none"> <li>• Ensuring service meetings are robustly managed and provide the opportunity for constructive challenge within a safe and reflective learning environment.</li> <li>• To contribute to the induction of new staff across service directorates.</li> <li>• To represent the Council on the assessment panel (BA, MA and Step Up to Social Work).</li> </ul>
5.	<b>Strategy and Partnership</b> <ul style="list-style-type: none"> <li>• Establish short, medium and long term objectives for the area of responsibility through the development of plans, identification of resources and mobilising the staff to meet the objectives.</li> <li>• Maintain a detailed working knowledge of legislative and statutory frameworks ensuring service delivery meets requirements.</li> <li>• Assume strategic lead for designated projects and/or work streams that effect service delivery.</li> <li>• To contribute to the development and implementation of the Council's Quality Assurance Frameworks for Children and Families and for SEND; as well as Participation Strategies.</li> <li>• Actively participate in Safeguarding Children Partnership Board task and finish groups and sub-committee as the Children's Social Care QA&amp;PI representative.</li> <li>• Actively establish, develop and maintain professional relationships with key partner agencies, i.e. police, schools, health and voluntary organisations to ensure effective partnership working arrangements around QA&amp;PI including SEND and promote positive outcomes for children and families.</li> <li>• Represent the Council at county and national events raising awareness of the QA&amp;PI Framework and model.</li> <li>• Actively identify and effectively engage with citizen driven innovations to enhance service delivery.</li> <li>• Provide expert safeguarding advice as part of the Local Safeguarding Children Partnership Board sub committees and task and finish groups.</li> <li>• Lead on quality assurance relating to all aspects of practice that have significant consequences on a child's life and support managers across the service to exercise their responsibility for ensuring that themes deriving from the quality assurance processes are translated into practice.</li> <li>• Responsibility for the reporting and monitoring of sickness and absence within the workforce.</li> <li>• Contribute to / Lead on regional and national work related to children's social care.</li> </ul>
6.	<b>Performance Management</b> <ul style="list-style-type: none"> <li>• Deliver a performance management approach and culture ensuring effective performance management through appraisals, supervision and staff development.</li> <li>• Provide effective supervision to ensure all staff are compliant with policy and procedures that adhere to statutory requirements and performance targets.</li> </ul>

	<ul style="list-style-type: none"> <li>• Develop and establish practice standards, expectations and timescales establishing clear lines of accountability, building trust, good morale and teamwork.</li> <li>• Lead for reporting performance and areas of concern to Heads of Service for dissemination to the Senior Management Team.</li> <li>• Effective management of performance concerns or concerns in relation to conduct and ensuring the consistent promotion and application of the relevant codes of conduct and equality standards.</li> <li>• Provide written reports to various forums and audiences including but not exclusively CSMT, SCPB and Corporate Parenting Boards regarding performance in service areas.</li> <li>• To contribute to HR strategy by implementing, monitoring, measuring and reporting on HR issues, i.e. sickness and absence reporting.</li> <li>• Responsibility for delivery on improved performance within area of function.</li> <li>• Ensuring staff are aware of and delivery on non-discriminatory practice.</li> </ul>
7.	<b>Budget Management and Resource Allocation</b> <ul style="list-style-type: none"> <li>• Responsibility for the effective use, monitoring and reporting of Quality Assurance &amp; Practice Improvement. Ensure resources are allocated to areas of need and provide robust quality assurance for all budgets associated with service delivery.</li> <li>• Ensure systems for delegated financial authority are followed.</li> <li>• Provide challenge and scrutiny alongside operational leads on service wide reviews of resources.</li> <li>• Contributing to the work of the service and on occasions, i.e. response to Child Sexual Exploitation, partners to be creative and use innovative responses to address need, ensuring the cost effective management results in the right service meeting the right need.</li> </ul>
8.	<b>General</b> <ul style="list-style-type: none"> <li>• To carry out all responsibilities with regard to the Council's Equalities Policy and Procedures and Customer Care Policy.</li> <li>• To comply with all Health &amp; Safety at work requirements as laid down by the employer.</li> <li>• Other duties and responsibilities express and implied which arise from the nature and character of the post within the department (or section) mentioned above or in a comparable post in any of the Organisation's other sections or departments.</li> </ul>
9.	Demonstrate an awareness and understanding of equality, diversity and inclusion.

**Safeguarding commitment** *(Include for roles involving work with children/vulnerable adults)*

We are committed to safeguarding and promoting the welfare of children and young people/vulnerable adults. We require you to understand and demonstrate this commitment.

## Person Specification

### Qualifications, knowledge, skills and experience

Minimum level of qualifications required for this job

Qualifications Required	Subject	Essential/ Desirable
<ul style="list-style-type: none"> <li>Recognised Social Worker qualification</li> <li>SWE Registration</li> </ul>		<b>E</b>
Higher Degree; Masters degree; Bachelor's degree + qualification; NVQ level 5 or equivalent; including all chartered professions and post-graduate qualification.		<b>D</b>

Minimum levels of knowledge, skills and experience required for this job

Identify	Describe	Essential/ Desirable
<b>Knowledge</b> Strategic Knowledge	<ul style="list-style-type: none"> <li>Proven knowledge of the Government, national and Council priorities and policies.</li> <li>Proven knowledge and understanding of relevant Social Care and Health policy and practice in relation to the provision of services.</li> <li>Committed to the roles and responsibilities of the QA&amp;PI service and officers.</li> <li>Significant previous experience and demonstrated ability to undertake strategic planning, implementation and evaluation.</li> <li>Proven experience of managing a diverse and complex workload.</li> </ul>	<b>Essential</b>
Operational Management	<ul style="list-style-type: none"> <li>Excellent knowledge and application of childcare legislation, statutory guidance and Child Protection Procedures.</li> <li>Knowledge and understanding of a range of systemic interventions and methodologies.</li> <li>Excellent knowledge and understanding of Quality Assurance</li> </ul>	<b>Essential</b>

	<p>systems and processes to manage service improvement activities in order to provide focused and effective QA activity.</p> <ul style="list-style-type: none"> <li>● Experience of leading a multi-functional team.</li> <li>● Knowledge and proven experience of managing complex case arrangements.</li> <li>● Comprehensive understanding and experience of handling of technical and business risk and knowing when to escalate to obtain resolution.</li> <li>● Successful experience of workload management of multiple service streams.</li> <li>● Successful experience of providing challenge to the work undertaken by the Local Authority and partners.</li> </ul>	
Performance Management	<ul style="list-style-type: none"> <li>● Knowledge and understanding of Government and Council performance indicators and targets.</li> <li>● Previous experience of successfully managing performance to achieve best outcomes for children and families.</li> <li>● Proven understanding of and ability to achieve, maintain and deliver quality social work.</li> <li>● Experience of leading and managing teams to achieve high performance.</li> <li>● Demonstrable project management experience of delivering successful service change and development projects in line with agreed quality, time and cost targets.</li> </ul>	<b>Essential</b>
Equal Opportunities and Customer Care	<ul style="list-style-type: none"> <li>● Candidates must demonstrate understanding of, acceptance and commitment to the principals underlying equal opportunities</li> <li>● Knowledge and understanding of effective customer care.</li> </ul>	<b>Essential</b>

Skills		
Partnership Working	<ul style="list-style-type: none"> <li>• Demonstrable successful Partnership working and management of third party service suppliers.</li> </ul>	<b>Essential</b>
Equal Opportunities	<ul style="list-style-type: none"> <li>• Knowledge and awareness of issues relating to communities from different racial and cultural backgrounds and Equal Opportunities.</li> <li>• Experience of actively supporting and promoting Equal Opportunities.</li> <li>• Proven commitment to equality of opportunity for all groups of staff and service users and to challenge discrimination, racism, sexism and other forms of unjust behaviour.</li> <li>• Proven experience and ability to thrive in a complex environment and demonstrate resilience.</li> </ul>	<b>Essential</b>
Additional Skills	<ul style="list-style-type: none"> <li>• Committed to a systemic approach and social learning theory interventions.</li> <li>• Ability to develop and sustain systems and processes to effect high quality service delivery and maintain performance standards.</li> <li>• Ability to delegate.</li> <li>• Ability to define expectations of staff, manage individual performance and promote professional development.</li> <li>• Ability to think strategically across functional and unit boundaries.</li> <li>• Ability to lead, develop and motivate a multi team service.</li> <li>• Take personal responsibility for making things happen and achieving desired results.</li> <li>• Ability to plan, prioritise and oversee the management of the service.</li> <li>• Ability to make cost-effective use of available resources.</li> <li>• Ability to analyse complex issues and offer sound professional and</li> </ul>	



	<p>managerial advice.</p> <ul style="list-style-type: none"> <li>• Ability to encourage and engender collaborative working between agencies.</li> <li>• Ability to create accessible ways of working that is effective, engages and involves service users.</li> <li>• Strong negotiation skills.</li> <li>• Ability to challenge others constructively and make informed decisions.</li> <li>• Ability to communicate effectively at all levels.</li> </ul>	
<b>Experience</b>		
	<ul style="list-style-type: none"> <li>• Significant management experience.</li> <li>• Experience of successfully developing and managing a team's and individual member's performance to ensure fit for purpose.</li> <li>• To communicate in a way which meets the needs of a diverse audience and in a way that influences effectively.</li> <li>• Demonstrable successful Partnership working.</li> </ul>	<b>Essential</b>
Equality, Diversity and Inclusion (applies to all roles)	Ability to demonstrate awareness and understanding of equality, diversity and inclusion and how this applies to this role.	
<b>Safeguarding</b> (include for roles working with children/vulnerable adults)	Demonstrate an understanding of the safe working practices that apply to this role. Ability to work in a way that promotes the safety and well-being of children and young people/vulnerable adults.	

#### Disclosure level

What disclosure level is required for this post?	None	Standard
	Enhanced	Enhanced with barred list checks

#### Work type

What work type does this role fit into? (tick one box that reflects the main work type, the default work type is hybrid)	Fixed	<b>Hybrid</b>	Field	Remote	Mobile
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