

NOTES FOR COMPLETING THIS JOB DESCRIPTION FORM

This document is for the purpose of gathering thorough and accurate information from you about the job that needs reviewing. Notes are attached to assist you in completing this form. The document should be completed by you before sending to your HR Business Partner for evaluating.

If you have an existing job description, you should attach this and provide supplementary information in the sections of this form not covered by the current job description.

JOB DESCRIPTION FORM

Job Title: Service Manager Children's Social Care
(Assessment & Family Safeguarding/Corporate Parenting)

Job Holder: _____

**Reports to:
(Name & Title)** Head of Service – Children's Social Care

1. Job Purpose:

Children's Social Care has undergone major transformation and will now be embedding new ways of working to meet the vision of the Family Safeguarding Model and Peterborough's Change Together for Children. A motivational approach to working with children, young people and their families will challenge current ways of working and this post will be instrumental in developing the culture required to meet the aims for the service. This post is required to deliver the effective operation of Assessment and Family Safeguarding or Corporate Parenting areas of Children's Social Care. This includes the performance management of the service activity and the co-ordination, planning and delivery of agreed activities and objectives. Also, to act as the initial primary professional within allocated area and to contribute to the development and shape of the provision of Children's' services.

2. Dimensions

Area of responsibility:

- Ensure spend such as s17, s24 and staffing budgets maximises service provision and remains within allocated resources, whilst contributing to the effective management of deployment of resources and recommending future resource needs over the short term
- To develop and manage up to 4 Team Manager(s) and their teams by inspiring an optimum performance culture through their own behaviour. This includes developing a plan to strengthen the contribution of all professionals in the service so that everyone understands and takes responsibility for corporate outcomes and improving services, through the relevant service plans.
- To contribute to the management of the budget with the Head of Service for

the responsible teams and bring it in on target

- To deputise for the Head of Service, as and when required, at any service or multi –agency meeting, board and /or committee.

Staff

The staffing numbers across the teams are:

Service Areas	Staff Numbers
Assessment Teams (x2)	22
Family Safeguarding (x6)	67
Total Assessment & Family Safeguarding	89
Children in Care (x2)	24
Leaving Care (x1)	11
Contact Service (x1)	8
Adolescence team (x1)	6
Total Corporate Parenting	49

Financial responsibility

	Gross Budget	Income	Net Budget
	£	£	£
Assessment & Family Safeguarding Service Manager			
Assessment & Family Safeguarding services	2,355,537.00	0	2,355,537.00
Corporate Parenting Service Manager			
Children in Care & Leaving Care, Contact and Adolescent services	2,000,000.00	0	2,000,000.00

3. Organisation

- The role is key in the management of the service activity within Children's Social Care.
- The post reports to the Head of Service Children's Social Care and is a member of the Head of Service's Management Team and the extended departmental leadership team.
- See attached organisation chart, (appendix 1), of the teams which sit within the remit of the post holder and the appropriate reporting structure.

4. Principal Accountabilities/Responsibilities

- Develop a culture of continuous and sustained improvement through effective performance management, including ensuring both Performance and Development Review plans are in place and supervision is of high calibre that promotes a joint responsibility for excellent service provision and performance in line with service and corporate plans.
- Deliver inspection, audit review and outcomes for the continuous professional development of staff and improvement of the quality of services for which responsible.
- To contribute and play an active part in the delivery of service across Children's Services including the implementation of Family Safeguarding and motivational interviewing as the model of intervention with families across Children's Social Care with Children in Need, Child Protection, Children In Care and Leaving Care. Setting the performance culture through own behaviour and leadership, which respects diversity and equality of opportunity in service provision and employment.
- To report directly to the Head of Service Children's Social Care. To advise and report to Corporate Parenting Panel, Safeguarding Board, and any other committee and/or relevant board ensuring compliance with statutory and national obligations, whilst promoting effective risk management of the service as a benchmark for other professionals.
- To ensure that Team Managers are confident in risk management practice by modelling confident practice. Overall management responsibility for up to 4 Teams through the respective Team Manager(s) and deliver services through the relevant Service Plans.
- Required to remain up to date and compliant with all relevant legislation, organisational procedures, policies and professional codes of conduct in order to uphold standards of practice, which may entail updating policies and procedures and delivering training to satisfy operational requirements.
- Build effective relationships with partner organisations to ensure assessments and interventions are timely, responsive and meet need taking into account the child and family's' views and other professional partners, resulting in more cost effective and valued services. This includes

assessments and plans are of high quality to address and meet the need of the child and family/ carer.

- Ensure safeguarding procedures are followed and maintained to protect vulnerable children and families.
- Ensure legal proceedings are issued and managed in a timely way and that the public law outline is rigorously followed, that children in care responsibilities are met and the requirements for care leavers are achieved.
- Ensure assessments and plans are of high quality and address and meet need of the child and family/carer.
- Ensure that the Council strives to secure the best possible outcomes for Children in Care across placement, health and education services
- Ensure that Care Leavers' needs are specifically addressed in terms of education, health, housing and employment across all areas of the Council and its partners.
- Ensuring that the needs of all stakeholders in Peterborough are met by modelling behaviour, which respects diversity and equality of opportunity in service provision and employment.
- Using internal/external relationships and other appropriate mechanisms (i.e. customer surveys) to gather feedback on the effectiveness, perceived value and fitness for purpose of services delivered by teams they manage.
- Supporting the Head of Service in the preparation of proposals for the strategic direction of the Service Group which supports the Council's overall future direction.
- Attend and contribute to the PSCB, and Children's Commissioning Group as and when required.
- To take lead responsibility for specific areas of practice and strategic development relevant to the service, e.g. unborn babies panel, participation for children in care.
- Ensure that safeguarding is actively promoted, understood and procedures followed so children and young people are protected.
- Contribute to the delivery of preventative services across all thresholds of need. To carry out all responsibilities with regard to the Council's Equalities Policy and Procedures and Customer Care Policy.
- To comply with all Health & Safety at work requirements as laid down by the employer.

5. Job Knowledge, Skills & Experience

Job Knowledge

- Essential -professional social work qualification, as recognised by the Health and Care Professions Council (HCPC).
- A current HCPC registration and responsibility for maintaining registration as

well as the requirement to undertake post qualifying training and maintain records of training in line with HCPC requirements.

- Preferably educated to degree level. Management qualification or demonstrable continuous professional development in this area is essential.
- An expert understanding of the legislative and regulatory regime of multi-agency statutory children's services and the designated specialist portfolio for the role, together with an understanding of the framework within which Local Authorities operate.
- Knowledge of how to recognise political context of social care and respond appropriately at management level.
- Sound and accurate IT knowledge of both standard IT applications and Social Care software for example producing reports and monitoring budgets.

Experience

- Leadership and management experience within a relevant service context and an in-depth understanding of social care, including relevant specialist areas.
- A track record of achievement within the relevant specialist area in a complex organisation, including effective decision-making, policy development, design and delivery of services and projects, including multi-professional working.
- A demonstrable track record in performance management and evidence of partnership working to secure good performance.
- Experience of leading change within an organisation, with evidence of establishing a positive performance culture within teams and a personal commitment to diversity in the shaping of service outcomes.

Skills

- Excellent interpersonal skills with an ability to relate to a wide range of audiences in a manner that inspires respect, trust and confidence with evidence of strong negotiating, networking, advocacy, oral, written and presentation skills.
- High motivation, energy and personal drive, resilient and demonstrating highly developed emotional intelligence and self-awareness.
- The ability to think conceptually and systematically to develop strategic responses and solve problems, focusing on delivering outcomes.
- The ability to act decisively and authoritatively within the context of an ability to accurately analyse risk and benefits in different courses of action keeping all stakeholders engaged.
- Experience of providing high quality services to children, young people and their families in UK local authority social work services.
- Practical evidence of developing and maintaining good working relationships with a wide range of customers/stakeholders.
- Experience of planning, commissioning and performance frameworks in a multi-disciplinary and partnership environment.

- Evidence of successful integrated working with colleagues across the service and agencies to promote the children and young people's best interests.
- Demonstrable commitment to diversity issues in both service provision and employment practices and evidenced achievement of positive outcomes.
- Successfully working to a budget in a demanding public arena.

6. Job Content

Operating

- The role is a key management post within a statutory children's services department providing assessments and services for all children in need according to statute, guidance and local policy, procedures and targets.
- The role involves delegated responsibility for health and safety and formal HR processes for staff within the designated services and for contributing to equality impact assessment of relevant policies, procedures and services prior to authorisation by the Head or Service and or Assistant Director. It also includes operational accountability for customer care and respecting diversity.

Environment

- Ensuring that relevant and best professional advice, guidance and information is available in an intelligible and timely fashion to appropriate senior officers, the lead member for Children's Services, elected Members, regulators, other stakeholders and council officers.
- Contacts outside the department: Engagement with senior officers in partner organisations in Health, the Police, Youth Justice, Courts System and Multi Agency Public Protection Panel.
- Schools –liaison and advice in conjunction with strategic responsibility for designated roles in Children in Care and Safeguarding leads.
- Contact with service users and carers through visits to services, engagement forums and ad hoc contacts relating to specific circumstances.
-

Framework

The role is influenced by the Council Vision and Values as well as a variety of legislation relating to Children's Services, for example Children's Act 1989, Adoption and Children's Act 2004, Working Together to Safeguard Children 2010 and Children and Social Work Act 2017.

7. Job Challenges

The post holder must understand the challenges and be able to deliver Children's Services priorities and plans for continuous improvement, whilst progressing the culture changes required to meet the key requirements within their service areas. This also includes contributing to the staffing and service budgets, whilst ensuring that we have a dedicated staff group who understand their priorities and work together for the benefit of the residents we support.

8. Key Relationships

Relationship with line manager – Head of Service

- All Service Managers have direct access to the Head of Service and Assistant Director on an ad hoc basis depending on the operational issues which require decisions to be made in accordance with the departmental scheme of delegated authority.
- Annual objectives are set within the corporate appraisal and performance development framework (PDR) and a "delivery contract". An interim review takes place at 6 months and 1:1 meetings.
- There will be regular availability of line manager and will include supervision and reviews.
- In addition, there are frequently high profile, high risk staffing or case related matters which will be brought to the attention of the post-holder on a need to know basis where advice and guidance are needed for Service Managers, and for which the post-holder is responsible for informing the Head of Service, Assistant Director, Service Director, Director of Children's Services and Chief Executive in accordance with the departmental 'need to know' procedure, and where necessary providing advice and guidance to those chief officers.

Relationship with direct reports:

- All direct reports are subject to the corporate PDR process and delivery contracts with individual objectives to meet the objectives set within the divisional plan, thus contributing to the Children's Plan, Corporate Plan and Departmental Plan. All have 1:1 supervision sessions monthly.
- The post holder will be part of the Head of Service's Management Team and will lead a management group for their area of work.

9. Key Relationships Decision Making Authority

- This role will contribute to all strategic decisions relating to its specialist portfolio. The role will also be responsible for all operational decisions relating to the business and specialist area with the respective Group. The post-holder will exercise judgement to decide which matters to keep the Head of Service and or Assistant Director informed on a need to know basis.
- The post-holder will inform and/or consult the Head of Service and or Assistant Director about all politically and media sensitive and complex matters relating to the business of the service.
- The post-holder will support the Head of Service for the development of the business and financial plan for their integrated service responsibilities.
- The post-holder will take responsibility for financial decisions within the overall budget of the Group and corporate standing orders and financial regulations.
- The post-holder will make recommendations to the Head of Service and or Assistant Director in relation to strategic policy and planning of their services, identifying priorities and developing plans in response to those priorities.
- The post-holder will contribute to the strategic development of the department.

10. Additional Information

The role of Service Manager is likely to develop further through the natural evolution of legislative change and continuous performance improvement. Key tasks and accountabilities are intended to be a guide to the range and level of work expected of the post-holder. This is not an exhaustive list of all tasks that may fall to the post-holder and employees will be expected to carry out such other reasonable duties which may be required from time to time.

Political Restriction

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 of work.

SIGNATURES:

After reviewing the questionnaire sign it to confirm its accuracy

JOB HOLDER: _____ **DATE:** _____

LINE MANAGER: _____ **DATE:** _____

5. Innovation: **Set paragraph for all HoS – do not change**

Champion innovation by being open minded to new and radical ways to deliver services, actively seeking out good practice from others to learn from to develop our own service design and delivery.

Promote a culture of continuous improvement by encouraging colleagues to share ideas, take appropriate risks, and recognising innovation.

Champion and embed a performance and quality assurance culture that delivers results through rigorous open challenge, personal accountability and continuous improvement.

6 Equality, Diversity and Inclusion: **Set paragraph for all HoS – do not change**

Promote an organisational culture that is positive, safe, respectful and compassionate, as well as open to change and feedback enabling everyone to feel empowered and valued.

Act, at all times, in ways that create an inclusive environment where people can thrive and be empowered to do their best. Role model good behaviour and practice and proactively seek ways to ensure staff feel valued and develop a sense of belonging.

Demonstrate awareness of the diverse needs of our residents to inform the decisions made about the services we deliver and ensuring a robust approach to equality impact assessments and their application to employment, service delivery and policy development.

7. Finance:

The post holder is directly responsible for a gross budget for this directorate of **XX**

The post holder will:

- continually review and reshape service delivery to achieve financial efficiencies and maximise opportunities for income generation, whilst maintaining the highest standards of service delivery
- ensure the effective management and deployment of all appropriate budgets in line with agreed financial processes, envelopes and savings, including contract budgets for people services and pooled budgets where appropriate.

(Add anything specific to the role)

8 Staff:

The postholder will be responsible for a workforce of approximately XX

9. Principle areas of accountability:

10. Areas of responsibility:

The post holder will be responsible for the following service areas:

Statutory Responsibilities:

11. Key relationships: **Examples in red, amend as required**

Manager (XXXX)

- 1:1 meeting monthly with XXXX
- Directorate Management Team meetings
- Annual performance conversation and mid-year review.
- Regular e-mail, telephone and personal contact and ad hoc meetings as required.

Direct reports

- 1:1 meetings monthly.
- Regular e-mail, telephone, personal contact and ad hoc meetings as required.

Other contacts

- XXX

12. Decision Making Authority:

13. Person Specification:

Please do not delete as these are generic specifications required of all HoS. Please add role specific examples below.

Experience:

Significant and successful experience of:

- Working at a senior level within a large and complex organisation with comparable scope, responsibilities, budget, and resources.
- Providing balanced strategic advice and guidance in a political setting.
- Leading the delivery of public services with competing priorities and demands often outside of the Council's direct control.
- Leading transformational change and creating innovative service models, particularly in response to the demands of an organisation that is undergoing a radical transformation and modernisation.
- Delivering complex projects on time and within budget and outcomes.
- Leading and contributing to strategic decision making, resource allocation and to policy formulation and delivery, adopting a problem-solving culture.
- Delivering creative and innovative solutions to improve the use of resources and achieve value for money across an organisation.
- Establishing a strong performance culture including effective performance measures, evaluation of service quality and the improvement of service delivery to achieve the Council's objectives
- Leading, managing and developing employees to sustain high levels of service delivery, recognising and developing talent.
- Developing and nurturing positive and constructive working relationships with a wide range of customers, stakeholders and partners, maintaining a positive personal and organisational profile.

Role Specific:

Skills and Knowledge:

Ability to demonstrate:

- A comprehensive understanding of the current issues and challenges facing local government as well as the statutory framework governing the sector.
- Skills in understanding and responding to different perspectives and taking a cross-organisational approach, gained by working in a political or similarly challenging environment.
- Business acumen and an entrepreneurial mindset to lead the strategic delivery of services and maintain a focus on obtaining best value for money at all times balanced, against the difficult and sensitive challenges faced.
- Ability to lead, develop and sustain effective team, partnership and multi-agency working through strong effective advocacy, influencing and negotiating skills.
- Skills to provide creative solutions to complex problems together with high level analytical, presentational and communication skills.
- Ability to establish and sustain positive relationships that generate confidence, ability and trust.
- Highly developed influencing and negotiation skills to operate at a strategic professional and political level, locally and nationally.
- Understanding of the barriers to organisational and cultural change and the commitment to being a catalyst for change.

Role Specific:

Personal Effectiveness

Ability to demonstrate:

- A clear and strong personal commitment to equality, diversity and inclusion and a track record of developing inclusive services and leading by example.
- Evidence of leading people and services to recognise, respect and value individual needs to achieve a culture of inclusivity.
- Evidence of operating effectively and openly within the democratic process with the political acumen and skills to develop productive working relationships with Councillors that command respect, trust and confidence.
- Personal and professional credibility which commands the confidence of elected members, senior managers, staff, external partners and external stakeholders.
- Leadership by example with a style that empowers others and is open to question and challenge as well as a commitment to continuous self-improvement.
- A commitment to and evidence of successful strategies in managing personal resilience and wellbeing at a leadership level and promoting positive leadership practice, role modelling these behaviours for others.
- Evidence of planning for the future delivery of services, including effective workforce planning for future challenges.

Role Specific:

Qualifications

- A relevant graduate Level qualification or equivalent and/or relevant compensating experience at a senior leadership level.

- Evidence of continuous professional and leadership skill development.

14. Additional Information:

Political Restriction

Context to Role:

SIGNATURES:

After reviewing the questionnaire sign it to confirm its accuracy

JOB HOLDER: _____

DATE: _____

LINE MANAGER: _____

DATE: _____

NOTES FOR COMPLETING THIS JOB DESCRIPTION

1. Job Purpose

This should be a concise statement of why the job exists, *i.e. what it is there to achieve*. It should summarise the overall role of the job from the council's point of view, and one sentence should normally be adequate for this. It helps explain the job title which sometimes does not give a full impression of the job.

2. Organisation

Insert an organisation chart that shows the direct reporting lines to and from this role.

3. Leadership and collaboration

4. Governance

5. Innovation

6. Equality, Diversity and Inclusion

These are standard sections and should not be changed

7. Finance

Indicate where appropriate (as sums of money per annum) any responsibility for budget/costs/income/project costs/salary costs for subordinates. Latest budget figures will be used. It is not essential to provide exact figures.

8. Staff

Numbers reporting to the directly or indirectly, indicating where appropriate a functional breakdown. Other responsibilities to others e.g. for liaison inside/outside the organisation, for recruiting or mentoring staff

9. Principal Accountabilities/Responsibilities

These are statements about the end results required of a job. They should identify what the incumbent would do and for what result, rather than how.

They should:

- Describe end results not duties or activities
- Describe the particular end result achieved in your job, rather than by the team or by others
- Be realistic in describing the main responsibilities that your job has.

For most jobs there should be between four and eight Principal Accountabilities. It is not vital to list every task. However, it may be helpful to think through your daily/weekly/monthly/annual activities before listing the key responsibilities that these

individual tasks add up to.

Where possible, they should be written in the form:

What is done to what with what outcome

(e.g.) i) A possible accountability for a Quality Control Supervisor, might be:
“To direct the work of quality control staff so that process control procedures are enforced.”

Or ii) For a Payroll Manager:
“To recruit, motivate, train and develop payroll staff to maintain an effective workforce capable of delivering a quality service to deadlines.”

Or iii) For a Receptionist:
“Respond appropriately to telephone enquiries to ensure that calls are effectively transferred to the correct department”

Below is a list of ACTION VERBS which you may find useful.

<i>Policy Jobs</i>	<i>Management</i>	<i>Specialist</i>	<i>Specific</i>	<i>General</i>
Approve	Achieve	Analyse	Check	Administer
Authorise	Assess	Appraise	Collate	Assist
Define	Ensure	Enable	Distribute	Control
Determine	Identify	Forecast	Issue	Liaise
Develop	Implement	Interpret	Obtain	Manage
Direct	Improve	Justify	Operate	Supervise
Establish	Maintain	Propose	Provide	Support
Plan	Monitor	Recommend	Submit	
Prepare	Review	Support	Supply	

10. Areas of Responsibility

This section will identify the significant areas upon which the job impacts for the organisation, either directly or indirectly.

This may include:

- Responsibility for teams/projects/departments/liaison required by the job. This may (for example) include managing a team, or sole responsibility for provision of administrative support to a department, or being the co-ordinator of a project.

Other

Please indicate any other information to help to clarify the job e.g. number of operating sites, customers, suppliers, volumes of work etc.

11. Key relationships

Briefly indicate the nature and extent of the job holders contact on what issues. (e.g. daily contact, monthly meetings etc.)

Other contacts: identify what other relationships the job holder will have to maintain inside or outside the organisation to enable them to meet their responsibilities. Indicate briefly the frequency and reason for these.

12. Decision Making Authority

Briefly describe decisions the job holder makes without reference to their manager. Also describe recommendations the job holder may make to their line manager which are usually accepted.

13. Person specification

This should summarise the knowledge and experience necessary to perform the job to a fully acceptable level - it should aim to look at the requirements in terms of what would be included in a recruitment advertisement.

This area of the job description is designed to bring out the knowledge, skills and experience required for the job. This could include:

- any desirable/essential qualifications
- background (e.g. previous experience in local government)
- a guide to typical years of experience required to do the job
- personal skills (e.g. negotiation skills, project management skills)

14. Additional Information

Briefly identify any aspect of the job which you feel has not been adequately covered in the previous sections and which you feel is important in understanding the job.

