

ROLE PROFILE

Job family	Manager	Role profile number	MA15-1709	Grade O
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Job purpose: To manage a team responsible for delivering a service.

Grade O posts focus on the strategic management of a team of staff. Grade O posts are higher in 'Creativity & Innovation' and 'Decisions & Consequences' compared with grade N posts as these posts lead in advising and delivering specialist service areas, acting as the lead professional and point of contact in the relevant field. These posts also require significant post qualification experience at a technical/professional level as they lead complex and diverse areas of work.

Factor	Relevant Job Information
Supervision and/or Management of People	Full accountability for a team of staff including; managing performance, monitoring quality and quantity of work; disciplinary matters; employee wellbeing; training and development
Indicative qualifications	Degree in relevant profession, or equivalent experience/skills. Licence / certificate / qualification required for the role ITQ 2 or equivalent ICT skills and abilities, demonstrating significant experience in IT systems. Level 5 in management or equivalent experience
Knowledge and Skills	Experience of managing, motivating and developing multiple teams of staff involving different workstreams. Experience of managing staffing budgets Organisational expert in the area of specialism. Expert knowledge of relevant policy, systems, work practices, professional guidelines, legislation and a good understanding of emerging developments in the area of specialism. Excellent ICT skills including use of Microsoft applications and specialist systems Significant experience of leading complex and diverse areas of work involving a wide range of contacts which has a high impact on the organisation and partners Excellent organisational skills and the ability to prioritise workloads of a team to achieve deadlines Thorough knowledge of other areas of the authority relevant to the service. Ability to interpret and analyse statistical and numerical data, drawing conclusions from the data to inform decision making. Ability to produce business focussed, user friendly reports, policy and project documents where appropriate. Experience of defining and developing systems, policies, procedures and / or practices. Experienced project manager with a good understanding of project management methodologies and systems. Excellent time management skills to manage a complex workload prioritise and set deadlines. Transformation management skills to advise on process flow, removal of waste and duplication within and across service areas. Authority and credibility to build relationships and engage successfully with colleagues, customers and partners Excellent leadership skills to inspire and motivate people in the delivery of work.
Creativity and Innovation	Work on own initiative to manage own activities and the work of the team contributing to longer term activities / plans for the service area. Creative problem solving of issues, proactively anticipate problems and deliver solutions which enhance the quality and efficiency of services and the reputation of the council. Think and act strategically in problem solving and decision making in a complex political and business environment. A level of discretion is required in deciding what course of action to take and how to operate within the policy framework. Allocate work to the team monitoring quality and outputs Proactively manage staffing issues Research and resolve problems, provide advice and guidance to the team on processes and procedures Lead research and development of systems, policies, procedures and / or standards within specialist area

	Responsible for meeting performance standards within a policy framework and regulatory guidelines. Considerable scope to exercise initiative in taking action and defining policies. Analyse data/information to highlight and prioritise issues for further investigation, recommending solutions where appropriate.
Contacts and Relationships	Provide advice and guidance to senior managers and the leadership team on a broad range of complex issues which could be contentious and challenging in nature. Ability to build strong relationships and engage successfully with colleagues /partners /customers / contractors and suppliers. Confident and expert at negotiation and advocacy, displaying tact and diplomacy to deal with complex situations. Ability to make difficult decisions to resolve issues and improve service delivery. Deal with people at all levels confidently, sensitively and diplomatically. Provide advice to resolve a range of queries from internal / external customers, will be dealing with highly challenging situations where influence could be required. Regular contacts will include: senior managers, leadership team, councillors, external bodies and partners.
Decisions – Discretion & Consequences	Make decisions on complex business or politically sensitive issues within the specialist area. Make, or influence, business decisions in line with the business plan based on professional expertise, experience and analysis and evaluation of information. Major responsibility for monitoring and evaluating important policy or service practice, making recommendations for change across the service and organisation. The consequences of the decisions will have a major impact upon the organisation, community and partners. Authoritative lead in advising in the delivery of a specialist service area, shaping responses which feed into service plans / strategies and policies. Manage responses to complex business or politically sensitive issues within the specialist area. Make (or influence) business decisions in line with the business plan based on professional expertise, experience and analysis / evaluation of information. Promote and deliver continuous improvements as required in the role. Identify additional service / council requirements or opportunities for innovation to establish new ways of working and recommend innovative solutions. Manage and contribute to organisation wide and partner based programmes to deliver internal and external outcomes Design, develop and implement solutions to improvement of core systems, business processes, project solutions, policies, procedures and associated governance frameworks.
Resources	Little or no responsibility for physical or financial resources
Work Demands	Work subject to interruptions and deadlines, involving changing problems, circumstances or demand.
Work Environment	Office based, but may involve some travelling to other council buildings
Our Identity	Our Identity sets out who we are and provides a shared understanding of how we are all expected to lead, work and act with each other, our partners and our residents to deliver our services and build stronger communities. They enable us to continually evolve and adapt to meet the changing needs of our residents and ensure that we continue to deliver great services and make a difference to the people of Wiltshire. All of us are expected to demonstrate the elements of Our Identity in how we work to shape and create the organisation we want to be part of. It should influence our decisions, activities, projects and ways of working
Health & Safety	All employees are required to carry out all duties and responsibilities with reasonable care for the health and safety of self and others and report any potential hazards or unsafe practices to their line manager
Equalities	Wiltshire council is committed to ensuring employees do not discriminate against colleagues, suppliers or third parties at work or harass or victimise others. Incidents of discrimination at work are taken seriously and employees are encouraged to report incidents via their manager or anonymously via the whistleblowing policy .
Authority to work in the UK	All employees must have the legal authority to work in the UK. Non-EU nationals must have the relevant approval to work in the UK from the UK Border Agency. Copies of all documents provided as proof of identity are retained for our records, by providing these proofs the council will treat this as consent.

The above profile is intended to describe the general nature and level of work performed by employees in this role and does not detail a list of all duties and responsibilities. The Council reserves the right to amend this role profile as necessary

ROLE DESCRIPTION

Role description:	Team Manager	
Role profile family:	Manager	
Role profile number and grade:	MA15-1709	Grade O
Number of posts:	2	
Number of staff managed:	Approx. 30	
Service/Team:	Families and Children Service – Children in Care and Young People	
Reports to:	Service Manager – Children in Care and Placement	

Job Family overview

Manager job family overview:

For the lower grades, it is the expectation that the role will be to support remote team working and management is for the day to day responsibilities of the team.

For the higher grades, full accountability of all elements of management of a team of staff including accountability for quality and quantity of work.

This includes, but is not limited to the following:

- The team is competent, effective and motivated
- Work is effectively delegated and delivered to the required standards
- Appraisals are undertaken for all staff within the team
- Effective team meetings and one to one meetings take place regularly
- Recruitment, induction, development, employee relations and all HR processes and planning are completed to the required standards and timescales

Service / function Context

This post sits within the Children in Care and Young People's service which works with young people on the edge of care, those in care, care leavers and their families.

The service is responsible for ensuring that children and young people who are looked after or are care leavers are provided with placements that best meet their needs and have the best opportunities to succeed in life.

Through the No Wrong Door project the service works with children and young people on the edge of care to enable them to remain living with their family or within their local community.

The impact of this service is to ensure:

- placement stability
- permanence
- healthy and happy
- reduced risk
- improved resilience for the children and young people
- opportunity to thrive
- the most vulnerable groups achieve positive educational and health outcomes

Job Purpose

Responsible for managing and leading a dedicated staff team efficiently and effectively in accordance with directorate policy, practice standards and procedures within the range of delegated duties.

Managing the overall work of the dedicated team; allocating cases and delegating agreed case responsibility and staff supervision to the assistant team manager and aspiring manager as appropriate.

Directing, coordinating and providing leadership to a range of disciplines.

The safeguarding of children and young people in accordance with multiagency child protection procedures.

Operating within an integrated cross sector approach to the governance, commissioning and delivery of children's services.

Ensuring the delivery of effective assessment and appropriate services to children, young people families and carers in need and clusters of schools within the designated area.

Achieving improved outcomes for children and young people.

Specific duties and responsibilities include:

- To manage, lead and coordinate the work of a number of workers and other linked professionals within a dedicated team as agreed in the provision of services for children, young people and families in need. The primary focus of the team is achieving best outcomes for children and young people in care and those moving on from care.
- As a manager of a dedicated team to ensure the effective delivery of services to children, young people in need of help, including children and young people who are looked after or in need of protection.
- To focus the work of the dedicated team on outcomes to improve outcomes for children and young people.
- To take responsibility within the dedicated team for the effective safeguarding of children and young people in accordance with multiagency procedures to liaise with other professionals e.g.

Police regarding child protection investigations and to chair strategy discussions in accordance with procedures.

- To convene and chair case specific and other liaison/multiagency meetings as appropriate.
- To promote the development of the dedicated team identity and shared objectives, including covering regular whole team meetings.
- To promote and support a culture of high level responsiveness within the team.
- To maintain the momentum of change and development and monitor the team's activities against its aims and objectives.
- To lead and create an accountable performance culture throughout the team by ensuring staff know team and individual targets linked to annual team plan
- To have the overall responsibility for the delivery of performance indicators in line with set targets and departmental expectations which may include:
 - All statutory requirements for Children in Care and those moving on from Care
 - Timeliness of visits
 - Timeliness of the authorisation of referrals
 - Assessments (including single assessments) being completed within timescales
 - All Children in Need procedures are completed in a timely manner
 - All Child Protection procedures and processes are implemented and completed within timescales and adhere to Working Together to Safeguard Children requirements
 - Public Law Outline processes are implemented and completed within timescales
 - Court pre-proceedings requirements are completed within timescales
 - Through liaison with other managers and professionals build positive working relationships to ensure effective joint working practices.
- To ensure the day to day operational coordination of the dedicated team including the robust service response and developing and maintaining systems for the allocation of work across the team in conjunction with relevant managers.
- To support staff to operate within existing and new legislation procedures and guidance.
- To ensure that there is an effective business planning process which involves all stakeholders and service users and is linked to wider planning processes.
- To work within appropriate legislation, procedures and shared processes.
- To promote the shared use of resources including budgets.
- To be responsible for the effective management of the team's staffing and operational budget.
- Model and provide good equalities practice. Value diversity within the team and in contact with other professionals, children, young people and families.
- Maintain and use audit activity to ensure client based electronic records is up to date

authorising work within the set procedure and timescales.

- To ensure that service provision within the team meets the required standards and to be proactive and responsible for performance challenging and acting promptly where practice is poor. This includes the responsibility for identifying where capability or disciplinary procedures may need to be used and with management approval to pursue those.
- To respond to, coordinate and investigate complaints as appropriate.
- To be responsible for the Health and Safety of team members.
- Sole/isolated working with children or vulnerable adults who may be dependent on the worker for Health and safety and safeguarding issues.

Working within a legislative framework

- Operating within relevant policy, legal, ethical and professional boundaries when working with children and families.
- Effectively delivering all statutory requirements.
- Following local practice standards and protocols.

Supervision and continual development

- Actively engaging in individual and group supervision and embed learning in practice
- Maintaining up to date knowledge and skills as required by the role
- Participating in appraisal and team meetings and contribute to individual and team development

Specific requirements for this post:

May require some flexibility to work outside of normal working hours.

Person Specification

Specific qualifications, knowledge, and skills required for this role:

Essential

- Professional Social Work qualification
- Dip SW/CQSW/CSS equivalent
- Social Work England registered
- A post qualifying award in Social Work or equivalent experience.
- Have up-to-date knowledge of relevant legislation and guidance in relation to working with, and the protection of, children and young people
- Proven understanding and commitment local and national policy.
- Substantial post qualification in social work, including covering the full range of child care work.
- Significant Demonstrable knowledge and understanding of evidence based practice.
- Commitment to and evidence of continuous professional development
- Extensive understanding of the needs of children and child development
- Up to date knowledge of key child care legislation, policies and practices central to the implementation of a professional social work service on behalf of the council
- Knowledge and ability to put into practice a range of theories, models and interventions and to assess impact for the service user
- Knowledge of assessment processes including the contribution provided by other agencies, timescales and their impact on council and Government performance targets and indicators
- Proven experience of successful staff supervision in a social care setting.
- Thorough understanding of early intervention and prevention approaches for children and their families; knowledge of associated statutory duties which improve children's life chances and to which the service contributes (e.g. school attendance, anti-social or risk taking behaviour, young people not in education, employment or training)
- Proven experience of developing effective multiagency working arrangements which have led to service improvements.
- Experience of robust budget management and meeting financial targets.
- Experience of successful implementation and management of organisational change
- Proven experience of performance management and business planning.
- Good understanding and proven ability to use database information systems.
- Proven record of challenging poor performance and evidence of improving performance.
- Ability to give objective timely advice
- Proven ability to lead and manage a team
- Evidence of ability to contribute positively to team and departmental development.
- Good IT skills.
- Proven ability to keep accurate records.
- Ability to give objective, timely advice

- Proven record of challenging poor performance and evidence of improving performance.
- Ability to manage effectively people, and budgets, to meet defined targets & competing priorities
- Ability to prepare & present complex issues & reports in a clear & convincing manner.
- The skill to assimilate new information quickly and to make a rapid assessment/ re-assessment of workload priorities.
- Proven ability to communicate with children, young people and parents/carers.
- Proven self organisation skills, including the ability to prioritise work.
- Ability to communicate effectively with people, both listening and in verbal and written presentation
- Fully fluent in English.
- Where appropriate has up to date knowledge of relevant legislation and guidance in relation to working with and the safeguarding of children/vulnerable adults

Desirable

- Training qualification
- Experience of delivering training.
- Experience of assessment of substitute family carers

Career graded posts

This post does not form part of a career grade.

Supporting information

Driving classification	
Occasional driver A valid UK driving licence is not required. Occasionally may need to travel to different locations in order to undertake the duties of the role.	<input type="checkbox"/>
Regular Driver Must hold a valid UK driving licence and have access to either their own car or a pool car in order to undertake the duties of the role, unless other forms of transport are available and viable to perform the role, including public transport, or unless a reasonable adjustment has been agreed.	<input checked="" type="checkbox"/>
Required Driver Must hold a valid UK driving licence and will drive a vehicle supplied by the Council in order to undertake the duties of the role.	<input type="checkbox"/>
Employees should refer to the Corporate Driving at Work policy for further information.	

Driving trigger points			
The trigger points set out below, regarding driving licence points and at-fault accidents, apply to all staff who drive on council business.			
Trigger Points	Corrective Driver Training Course or further action	Additional corrective training if appropriate or further action	
Points on driving licence	6	9	
Trigger Points	Discussion and advice on expected driving standards	Corrective Driver Training Course or further action	Additional corrective training if appropriate or further action
At fault accidents within a two-year period (whether work or personal)	1	2	3
<p>Job applicants who drive must have 9 or less points on their driving licence, and must have less than 4 at fault accidents within a two-year period. If they meet the trigger points, they will be subject to the actions outlined in the table above.</p> <p>If holding a valid licence, occasional drivers will need to declare penalty points and no-fault accidents as requested. Depending on the role, decisions as to whether this might either affect appointment or require corrective driver training, will be made case by case.</p>			

Political restriction	
This role is politically restricted. The job holder is not permitted to undertake political activity involving standing for election as a member of parliament, as a member of the Scottish or Welsh Parliaments, as a local councillor. The job holder is furthermore not permitted to canvass on behalf of a political party or a person who is already, or who seeks to be, a candidate. In addition, they may not speak to the public or publish any written or artistic work that could give the impression they are advocating support for a political party	<input type="checkbox"/>
This role is not politically restricted	<input checked="" type="checkbox"/>

Professional fees and related occupational costs

As part of this role, or to support professional development, the job holder is required to be a member of a professional body or association. The job holder is responsible for payment of all professional fees, memberships, registrations or subscriptions and no reimbursement or contribution towards these will be provided by the council



This role does not have any professional or occupational membership requirements



Clearances – Disclosure & Barring Service (DBS)

This role will be engaged in 'regulated activity' providing specific services relating to children or vulnerable adults and is subject to a Disclosure from the Disclosure and Barring Service.



This role is exempt from the Rehabilitation of Offenders Act 1974 and will require an **Enhanced** DBS check before appointment can be confirmed.



This role is exempt from the Rehabilitation of Offenders Act 1974 and will require a **Standard** DBS check



The role requires a **Basic** DBS check to check for convictions and cautions that are considered to be unspent under the terms of the Rehabilitation of Offenders Act 1974.



This role is not subject to a Disclosure from the Disclosure and Barring Service in order to undertake the duties of the role.



Clearances – Baseline Personnel Security Standard (BPSS)

This role requires access to the UK government Public Services Network (PSN) and is subject to a BPSS check



This role is not subject to a BPSS check



Clearances – Non-Police Personnel Vetting (NPPV)

This role requires working in partnership with the police, and/or having access to Police related systems and is subject to a NPPV check at **level 2***. (**regular access to police premises and police information, intelligence and financial or operational assets. Occasional access to those deemed 'secret'*).



This role requires working in partnership with the police, and/or having access to Police related systems and is subject to a NPPV check at **level 3*** (**regular unsupervised access to police premises and/or access to police information and/or information systems and/or hard copy material either on police premises or by remote access up to "secret" level. A level 3 includes a check on you, your spouse/partner, co-residents, and all family members*).



This role is not subject to a NPPV check



Safeguarding

<p>For all roles within Children's Services. Wiltshire Council is committed to safeguarding and promoting the welfare of children, young people and vulnerable adults and all staff are expected to share this commitment. You will be expected to report any concerns relating to the safeguarding of children, young people or vulnerable adults in accordance with agreed procedures. If your own conduct in relation to the safeguarding of children, young people or vulnerable adults gives cause for concern, the council's agreed child protection/vulnerable adults protection procedures will be followed.</p>	<input checked="" type="checkbox"/>
<p>For all roles within Adult Social Services. Wiltshire Council is committed to safeguarding and promoting the welfare of vulnerable adults and all staff working for the council are expected to share a commitment to this. You will be expected to report any concerns relating to the possible abuse of a vulnerable adult in accordance with the agreed interagency safeguarding adults' procedures. If your own conduct in relation to the safeguarding of vulnerable adults gives cause for concern, the council's agreed interagency safeguarding adults' procedures will be followed, alongside implementation of the council's disciplinary procedure. The job holder is accountable for their safeguarding of vulnerable adult responsibilities to their line manager.</p>	<input type="checkbox"/>
<p>For all other roles within the council. Wiltshire Council is committed to safeguarding and promoting the welfare of children, young people and vulnerable adults and all staff are expected to share this commitment. You will be expected to report any concerns relating to the safeguarding of children, young people or vulnerable adults in accordance with agreed procedures. If your own conduct in relation to the safeguarding of children, young people or vulnerable adults gives cause for concern, the council's agreed child protection/vulnerable adults protection procedures will be followed.</p>	<input type="checkbox"/>