

ROLE PROFILE

Job family	Leadership	Role profile number and grade	LSL5-1463
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Role Purpose:

A team manager responsible for a small team of specialist and professional staff in a discrete service or a large team of operational staff within the same service area.

There may be more than one postholder at this level within the same functional or service area but each within a defined specialism

Will have responsibility for management of a direct budget for staff resources.

Will report to a L3 head of service or a director.

Example posts: Service Manager

Factor	Relevant Job Information
Indicative qualifications	<p>Degree in a subject relevant to the role or able to demonstrate equivalent knowledge, skills and experience.</p> <p>Relevant professional qualification at a post graduate level</p> <p>QCF level 7 in leadership and management</p> <p>Project management qualification or able to demonstrate equivalent knowledge, skills and experience</p>
Knowledge, skills and experience	<p>Roles at this level require applied and theoretical knowledge and an ability to devise new approaches from first principles, which is gained through a detailed grasp of involved practices and procedures in relation to the team or discrete specialist service. A thorough and comprehensive combination of both applied and theoretical knowledge is required.</p> <ul style="list-style-type: none"> • Expert knowledge in relation to the team or specialism • Promoting and leading innovation and transformational change • Effectively handling challenging & complex situations • Managing high profile innovative projects relating to the specialism • Operating at a strategic level delivering qualitative and focused outputs • Budget/financial management at an appropriate level for the role. • Experience of working in a political environment • A good understanding of local government and the local and regional context. • Experience of managing teams and directing the work of others to meet required outcomes
Accountability for Budget	<p>Roles at this level have an impact either within the service area or across the council through the work of the team, service or function.</p> <p>The nature of the impact is direct management of staff budgets directly related to the service. Leads a small team with a narrow range of specialist responsibilities, or leads a discrete team within a large multi-disciplined service area (10+)</p> <p>Contributory impact on an area of Council budget in excess of £830 million (with support and scrutiny from the leadership team)</p> <p>County population is around 470K</p>
Problem solving	<p>Roles at this level require thinking/problem solving within broad guidelines/policies and objectives in relation to the discrete specialist team or workstream. The postholder will be required to select solutions through the application of acquired knowledge which directly impact upon the specialist team or workstream.</p> <p>In some cases, postholders will be required to establish standards and procedure which impact upon the whole service area or across the whole council under the direction of a head of service or director.</p> <p>Contribute to the development and implementation of corporate and/or service strategies within the specialism.</p>

	<p>Support the promotion of the council's interests and the development of the specialism with appropriate government departments and agencies, professional bodies and other local authorities, public or private bodies.</p> <p>Support the implementation of required corporate change across the council in the service area.</p> <p>With some direction from the leadership team, design, develop and implement solutions to improve service delivery that support the council's visions, goals and core values.</p> <p>Effective management of outsourced activities to ensure excellence within the specialist field.</p> <p>Ability to make decisions relating to the specialism and direct the work of the team to achieve results</p> <p>Able to establish standards and procedures for direct reports and project teams where required</p> <p>Innovative and creative thinking in relation to the specialism where guidelines are not readily available</p> <p>Work with given resources, but contributes to the long term determination of what those resources will be in the future.</p> <p>Initiate alternative courses of action and solutions are recommended and implemented, based on professional/specialist knowledge</p> <p>Anticipate any needs within the council and/or partner organisations based on thorough knowledge and understanding of corporate, service and/or partner requirements</p>
Nature of contacts	<p>Direct and oversee all activities of the team or commissioned staff, ensuring professional competence and integrity of the specialism is maintained and a culture of continuous improvement is developed across the council.</p> <p>Provide specialist advice and support across the council and to external stakeholders and suppliers etc.</p> <p>Advising members, executive directors, directors, heads of service and equivalent levels in external bodies, private sector and partner organisations</p> <p>Engage with stakeholders to seek and explore innovative opportunities for collaborative working within and across services, and/or with partners.</p> <p>Establish and lead partnership working with internal / external services / organisations and liaise with national bodies.</p> <p>Manage relationships with key stakeholders and delivery partners including consultation on complex political / strategic / commercial issues in relation to the specialist service or workstream.</p> <p>Liaise with and/or advise senior members of staff regarding issues, problems and processes relating to the specialism.</p> <p>Deal with people at all levels confidently, sensitively and diplomatically.</p>
Additional duties	<p>Postholders are required (subject to the provisions of the Working Time Regulations) to work the hours that are necessary to do the job, including evening and weekend work and attendance at meetings out of office hours. This includes being on standby or call out to respond to emergency situations.</p>
Behaviours framework	<p>The postholder will have the opportunity in this role to demonstrate all the aspirational behaviours in the framework. Please refer to Behaviours Framework for a full list of the behaviours required.</p>
Skill profile	<p>To be demonstrating level 3 "expert" across all three skill areas of communication & customer service; performance through people; and personal effectiveness.</p>
Health & Safety	<p>To be responsible for managing services in line with the council's health, safety and welfare policies</p>
Equalities	<p>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.</p>
Authority to work in the UK	<p>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.</p>

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:	Service Manager – Support and Safeguarding (North & East)
Role profile family:	Leadership
Number of posts:	1
Role profile number and grade:	LSL5-1463
Service/Team:	Support and Safeguarding Service
Reports to:	Head of Service – Support and Safeguarding

Job Context

This post is part of the extended leadership team for Families and Children's Service which has made excellent progress on its improvement journey to transform the lives of vulnerable children and young people across the County.

We are dedicated to working in partnership with others developing new ways of engaging with our children, young people and their families and communities to improve their outcomes by ensuring that we build resilience and work as one team.

This post sits within the Support and Safeguarding Service which is responsible for:

- Ensuring the timely and robust assessment and effective intervention with families; ranging from a support to LAC threshold, including the work of Education Welfare Officers and Early Years Inclusion Officers.
- Completing high quality specialist parenting assessments, including PAMS for pre-proceedings and care proceedings. Providing supervision and facilitation of safe contact between children and their families.
- Quality assurance of pre-proceedings and care proceedings.

The impact of this service is to:

- Achieve the best outcomes possible for the families and children we support.
- Ensure continuous quality of practice and service development.
- Deliver effective strategies for improving service delivery for vulnerable children and young people in Wiltshire who are in need of services.
- Recruit and retain a high quality workforce in conjunction with HR/OD and the PSW.
- Assist and advise elected members and senior leaders on service delivery in order for them to rigorously scrutinise.

Job Purpose

As a Service Manager in the Families and Children's directorate your duties and responsibilities are to:

- Work jointly and collaboratively as part of the extended leadership team to achieve the directorate's aims and vision and contribute to wider council priorities.
- Help children, young people and their families be healthy and resilient and able to maximise their life chances and independence.
- Support and drive innovation and change across the service and wider partnership.
- Provide leadership across the partnership (including both internal and external partners), demonstrating a breadth of knowledge and skills and willingness to step outside of specialisms.
- Operate matrix management arrangements, including where required to multi-agency staff groups, and provide leadership of a diverse range of day to day and transformational projects.
- Support the service to have robust financial management and where relevant taking management responsibility for delegated budgets, including budget monitoring and staff resources.
- Provide strategic policy direction and leadership across areas of responsibility.
- Work proactively and take responsibility to assess and mitigate corporate risk.
- Undertake quality assurance activity; including analysis of performance outcomes and compliance with statutory responsibilities.
- Undertake operational management of a specialist service, area and/or worksteam which has impact across the council – managing day to day performance in conjunction with the relevant head of service.

As Service Manager – Support and Safeguarding you will have oversight and management of the following teams:

- Support and Safeguarding teams North and East
- Contact and Assessment Team
- PAUSE
- Care Proceedings Case Manager

You will lead on the specialist areas of:

- Lead advisor on LAC, providing specialist advice to Senior Leaders

Key duties within your areas of responsibility are to:

- Provide expert advice and guidance on complex operational issues.
- Identify and manage risks, ensuring that significant risks are escalated as appropriate
- Oversee and ensure staff engagement, personal and professional development and succession planning
- Develop and ensure effective performance monitoring and management
- Model the council's behaviours and develop and encourage these within your teams
- Lead on specific programmes of improvement and innovation within these team

Specific duties are:

- Responsible for the performance of the teams and areas of work being line managed.
- Ensuring the performance of Team Managers delivery of front line services within their teams.
- Developing strategies to realise savings and service improvements within the safeguarding service using performance information to identify efficiencies in the service.
- Responsibility for ensuring that the strategic needs of the service are met as well as tracking of individual cases and associated budgetary implications.
- Identifying, planning, designing and implementing improvements to child's journey to achieve permanence.
- Line management of qualified social work managers within the service. The increasing volume of casework and its complexity will drive this demand for senior management support to ameliorate the risk to the vulnerable client group and operational risk to the organisation.
- Developing strategies to ensure the provision of technical support and expertise is in place to deliver the service priorities identified in the council business plan and people strategy, and where applicable lead on projects that deliver the actions needed.
- Membership of multi-agency strategic group for example WSCB sub-groups.
- Provide expertise, coaching and mentoring to the Safeguarding and Assessment Management Team.
- Deputising for the Head of Service as required.
- Supporting and advising team members in dealing with complex cases and where there is a high level of risk to service users, personnel or reputational.
- Supervising and undertaking appraisals in line with policy in respect of Team Managers.
- Ensuring that supervision and appraisals are completed by Team Managers in respect of all supervisees.
- Provides health and safety support and supervision to departmental staff working out-of-hours and to all staff working within the team or under contract to other agencies.
- To provide induction training for new staff and to ensure those ongoing training needs are identified and met.
- Ensuring that all staff receive appropriate training in order to meet the needs of service, Continuing Professional Development and requirements to meet professional registration.

Service Managers will also be expected to have sufficient breadth of knowledge that they can support across other areas and specialisms as required.

Dimensions				
Type of budget	Direct	Indirect	Responsibility	Amount / Cost
Support & Safeguard North & East	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Operational	£3.3 million
Budget	<input type="checkbox"/>	<input checked="" type="checkbox"/>	North & East	£14 million
<p>National performance standards or statutory/legal responsibilities applicable to this role:</p> <ul style="list-style-type: none"> • Contribution to key Social Care indicators through effective practice. • Education dataset Indicators i.e. NEET and CMOE. • Increasing the number of CAFs/Early Support Assessments being undertaken. <p>Local Performance measures:</p> <ul style="list-style-type: none"> • Rate of Children in Need, Child Protection and LAC • Single Assessment timeliness • Quality of plans in place – including length of time • Timeliness of S47 enquiries • % of S47's resulting in Initial Child Protection Conferences • Visit performance (Support/CIN/CP/LAC) • Rate of Police Protection and EPO's • Rate of S20, ICO's and CO's • Audit outcomes 				

Person Specification
<p>Specific qualifications, knowledge, and skills required for this specific role are:</p> <ul style="list-style-type: none"> • Professional diploma level qualification in Social Work • HCPC registration • Significant relevant post qualification operational experience <p>All managers within the extended leadership team in the Families and Children's service require the following qualifications, knowledge and skills:</p> <ul style="list-style-type: none"> • Post graduate qualification in a relevant discipline or equivalent relevant experience. • Detailed knowledge of relevant legislation, policy practice and procedures including current issues and priorities for Families and Children's Services. • Demonstrable understanding of the needs of children, young people, families and local communities. • Substantial knowledge of child protection and welfare processes and procedures including Criminal Justice, CAF/Team Around the Child and key education/Early Years processes and procedures. • Advanced knowledge of data management and ability to analyse and incorporate into decision making and strategic development • Experience of monitoring and adhering to budgets.

- Willingness to use and understanding of principles and good practice in staff supervision/ performance management in respect of safeguarding, management of risk and harm to and by young people.
- Credible presence in formal settings and to other agencies.
- Able to work on own initiative, innovative and a self starter.
- Trustworthy and reliable in relation to time management and completion of tasks.
- Effective management skills and experience in project development and staff management.
- Commitment to anti-discriminatory practice and equal opportunities.

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 (with no more than 6 penalty points) 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.	<input checked="" type="checkbox"/>
Required Driver Must hold a valid UK driving licence (with no more than 3 penalty points) 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.	

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 an MEP, as a member of the Scottish or Welsh Parliaments. The job holder is furthermore not permitted to canvas 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 checked="" type="checkbox"/>
This role is not politically restricted	<input 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	<input type="checkbox"/>
This role does not have any professional or occupational membership requirements	<input checked="" type="checkbox"/>

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.	<input type="checkbox"/>
This role is exempt from the Rehabilitation of Offenders Act 1974 and will require an Enhanced DBS check before appointment can be confirmed.	<input checked="" type="checkbox"/>
This role is exempt from the Rehabilitation of Offenders Act 1974 and will require a Standard DBS check	<input type="checkbox"/>
This role is not subject to a Disclosure from the Disclosure and Barring Service in order to undertake the duties of the role.	<input type="checkbox"/>

Clearances – Baseline Personnel Security Standard (BPSS)	
This role requires access to the GCSX network and is subject to a BPSS check	<input type="checkbox"/>
This role is not subject to a BPSS check	<input checked="" type="checkbox"/>

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').	<input type="checkbox"/>
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).	<input type="checkbox"/>
This role is not subject to a NPPV check	<input checked="" type="checkbox"/>

Safeguarding	
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.	<input checked="" type="checkbox"/>
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	<input type="checkbox"/>

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.

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.

