

# Role Profile

## Part A - Grade & Structure Information

Job Family Code	13SW	Role Title	Service Manager Adolescent Service
Grade	PS13	Reports to (role title)	Assistant Director for Adolescent Service
		Directorate/ School	Children, Families and Lifelong Learning
JE Band	614-734	Service / Department	Adolescent Service - Area Hub 1, 2, 3
		Date Role Profile was created	22/01/2024

## Part B - Job Family Description

The below profile describes the general nature of work performed at this level as set out in the job family. It is not intended to be a detailed list of all duties and responsibilities which may be required. The role will be further defined by annual objectives, which will be developed with the role holder. The Council reserves the right to review and amend the job families on a regular basis.

<b>Role Purpose</b> including key outputs	<p>To lead a geographically based Adolescent Service Hub that aims to keep as many children in need/in need of protection, safely within their family, via the use of strengths-based motivational practice, and using the skills of the multi-disciplinary teams to address parental mental health, substance misuse and domestic abuse. Through leading adolescent service hub to engage young people and their families in assertive programmes of support to enable as many young people to continue to live safely within their families and their communities.</p> <p>To lead a culture in which children, young people and families are worked with respectfully, with a recognition of their diverse experiences and backgrounds and in a spirit of partnership that encourages families to develop their own solutions and to receive the help and support they need to address their complex issues.</p> <p>To work closely with partners from schools, health, voluntary organisations and police to address the issues that increase risks to children and young people and ensure all have plans that meet their needs, increase their resilience and improve the care and protection they receive. Manage qualify and otherwise qualify staff.</p> <p>To ensure all children and young people for whom the service is responsible have up to date case summaries and case recording that inform SMART multi-agency plans that are independently reviewed at regular intervals; all social work is purposeful, following the service's parenting/group work programmes; all staff receive clinical and case work supervision that is reflective and outlines clearly the next steps.</p> <p>Foster good relationships with legal services and local family courts to manage efficient and effective LPM, PLO and court proceedings where attempts to support children to remain within their families have not been successful.</p> <p>Support and guide the progress of newly qualified social workers in their Assessed and Supported Year of Employment (ASYE) in their locality to enable them to develop the essential skills they need to improve the lives of vulnerable children and families (some roles).</p> <p>Develop and maintain a performance culture in their area of responsibility, taking account of national and local requirements and taking specific responsibility for performance targets for agreed indicators and effective complaints management.</p> <p>Quality assure the work undertaken in their service area, ensuring escalations are undertaken where appropriate, auditing cases on a regular basis to check quality of work with children and families, systematically tracking and analysing information to improve the quality of practice and service performance.</p> <p>Ensure that high quality supervision and development support for staff takes place in their service area to improve outcomes for children, young people and families and aids staff retention.</p> <p>Lead and participate in multi-agency groups to improve outcomes and services for children, young people and families, including proactive participation in the national development of family safeguarding approaches and to promote and support contextual safeguarding approaches.</p>
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<b>Work Context</b>	<p>Children's Services ensure that children with needs are identified early, that they and their families are offered help at the earliest opportunity, and that the majority of children's needs will be met without statutory intervention. Where statutory intervention is necessary children and their family's journey from statutory services as soon as their needs have been met to live safely with their birth family journey. High quality support is provided to parents and families to make it more likely for children to be able to live with their birth family. If children cannot be cherished in birth families, they will be placed with permanent alternative families wherever possible.</p> <p>Service Managers instill in all of their services an ethos of personal accountability in providing high quality services and improving the lives of children and young people. They forge positive and beneficial relationships with partners (such as parents/carers, foster carers, schools, health services, police, voluntary organisations and districts and boroughs) to ensure the integrated delivery of services and work innovatively to create efficiencies of scale and pool resources in order to maximise the use of public funds.</p> <p>In most situations, the Service Manager delegates front-line operational management to Team Managers. The Service Manager supports Assistant Directors and Directors in implementing their portfolio of responsibilities by leading on project work and deputising for the Assistant Director where required.</p>
<b>Line management responsibility</b> if applicable	Directly responsible for Team Managers, and will have lead responsibility for multiagency teams, social workers and otherwise qualified staff.
<b>Budget responsibility</b> if applicable	Responsible for staffing budget of up to £2m and a service budget: of up to £500,000.

<p><b>Representative Accountabilities</b> Typical accountabilities in roles at this level in this job family</p>	<p><b>Risk Management</b></p> <ul style="list-style-type: none"> <li>• Manage risk in relation to service delivery ensuring safeguarding issues are addressed, and contribute to the corporate risk management framework.</li> </ul> <p><b>Service Development</b></p> <ul style="list-style-type: none"> <li>• Evaluate existing service provision taking account of feedback and broader external developments, to ensure innovative solutions are proposed to maximise service quality, efficiency and continuity.</li> <li>• Drive change and embed new ways of working to ensure high quality service delivery and value for money.</li> </ul> <p><b>Planning &amp; Organising</b></p> <ul style="list-style-type: none"> <li>• Develop and ensure implementation of operational and service plans and policies, and play a key role in long term plans to develop and implement new initiatives and operational systems.</li> <li>• Assist in the production of service plans, including the setting, monitoring and evaluation of service targets.</li> </ul> <p><b>Finance/Resource Management</b></p> <ul style="list-style-type: none"> <li>• Plan, control and monitor allocation and use of allocated budget/resources/funding effectively to ensure maximum value is delivered.</li> <li>• May have indirect influence on significant commissioning budgets.</li> </ul> <p><b>Work with others</b></p> <ul style="list-style-type: none"> <li>• Liaise internally and externally to ensure the department/service issues are appropriately represented and acted upon to enhance service delivery.</li> <li>• Work with a range of agencies and partners to develop services in line with government policies, and to promote and coordinate initiatives.</li> </ul> <p><b>People Management</b></p> <ul style="list-style-type: none"> <li>• Manage the service delivery of teams and units and ensure all cases, including complex and high risk are progressed in line with quality, national and legislative standards.</li> <li>• Lead, motivate and develop individuals using a coaching approach, to better meet current and future requirements.</li> </ul> <p><b>Duties For All</b></p> <p>Values: To uphold the values and behaviours of the organisation.</p> <p>Equality &amp; Diversity: To work inclusively, with a diverse range of stakeholders and promote equality of opportunity.</p> <p>Health, safety and welfare: Responsible for ensuring health &amp; safety policies, procedures and legislation are fully implemented, communicated and managed including making sure that health and safety responsibilities are fully understood and carried out by employees within their service area.</p>
<p><b>Education, Knowledge, Skills &amp; Abilities, Experience and Personal Characteristics</b></p>	<ul style="list-style-type: none"> <li>• Relevant professional qualification and registration where required plus substantial experience at a senior management level in specialist area.</li> <li>• Extensive, sophisticated and up to date working knowledge of relevant national and local policy, statutory guidance and legislation in relation to the provision of Health and Social Care services.</li> <li>• Comprehensive knowledge and awareness of broader contextual factors affecting national service delivery.</li> <li>• Ability to exercise a significant degree of critical and constructive thinking and demonstrate evaluative judgement.</li> <li>• Extensive knowledge of the concepts of change management, project management and continuous improvement, and their practical application.</li> <li>• Proven ability to manage budgets and available resources to deliver effective support to their area of responsibility.</li> <li>• Excellent written and oral communication and interpersonal skills with high level negotiation and influencing skills, and the ability to build effective relationships with colleagues and a range of external partners.</li> <li>• High level problem solving and analytical skills with the capacity to devise and implement innovative solutions for strategic change.</li> <li>• Proven ability to assess risks and benefits and respond appropriately.</li> <li>• Clear evidence of political acumen.</li> <li>• Wide experience in successful leading, motivating, coaching, mentoring and developing staff.</li> <li>• Expert specialist knowledge consistent with the role.</li> </ul>
<p><b>Details of the specific qualifications and/or experience if required for the role in line with the above description</b></p>	<ul style="list-style-type: none"> <li>• Professional social work qualification, CQSW or Diploma in Social Work (DipSW), or other relevant qualification recognised by the HCPC.</li> <li>• Registered or in process of registering with the HCPC.</li> <li>• Substantial experience in assessing the needs of, and undertaking direct work with children and young people, together with a track record at Team Manager level of improving children and young people's lives in UK statutory services.</li> <li>• Wide ranging experience of working with parents, families, carers and networks to achieve optimal outcomes for children and young people.</li> <li>• Able to demonstrate understanding of the needs of children/young people in their specialist area with the ability to work with the Assistant Director and Directors, partners and other parties to develop and implement plans and actions that ensure improvement.</li> <li>• Ability to evidence skills in motivational interviewing/willingness to learn; successful record on partnership working; purposeful high-quality supervision that has impacted on improved outcomes for children, young people and families and staff retention.</li> <li>• Satisfactory DBS clearance is required.</li> <li>• Willing and able to travel around the county to meet the demands of the role; when required to work unsocial hours, when required to work from different sites, and work evenings and weekends if required in line with service needs.</li> <li>• Valid driving license and access to a car</li> </ul>

Role Summary	Roles at this level plan, organise and manage large and complex teams or specific service areas, and/or provide day to day operational management for a specified geographical area or service. Their work usually includes policy development, developing and implementing operational plans and helping to develop and deliver strategy. Planning takes place over a longer period (year or more). They will require a full understanding of a professional or specialised field and will work with those both inside and outside the organisation, to influence the development of services or delivery of specific projects or council objectives. Roles at this level require extensive management experience and high level expertise. They exercise flexibility and independence for decision making within their particular functional area, working to broad parameters and policy guidance.
Reference Number	BM-2024-115