

<b>Title</b> <b>Team Manager</b>	<b>Department</b> <b>Children &amp; Families</b>	<b>Post Ref.</b>
<b>Job Purpose</b>  To support and supervise frontline/ professional, and administrative staff to meet the required service standards, in line with the service plan and associated standards within the Children's Social Care Service. Leading and managing those staff in the management of risk - working with families and young people in a strengths-based way. Ensuring that good working practices are modelled and employed, and that staff feel safe, supported, and comfortable in their working environment.		
<b>Key Responsibilities</b> <ul style="list-style-type: none"> <li>• Ensure positive outcomes for children and families</li> <li>• Personally and through team members to deliver the targets set down in the service and team plans.</li> <li>• To resolve any service delivery issues within available resources.</li> <li>• To improve the performance of staff under his/her line management by maintaining communication with staff and providing the appropriate support and guidance.</li> <li>• To model a strengths-based approach to practice and to embed this within the team.</li> <li>• To manage professional development through reflective supervision, mentoring and coaching, identifying and developing learning and development needs within the context of the service</li> <li>• To improve customer satisfaction levels for his/her service.</li> <li>• To act as a professional exemplar in carrying out the above duties with a 'can do' attitude.</li> <li>• To build positive relationships with other staff and colleagues.</li> <li>• To inform the Service Manager of any changes in the operational environment including customer satisfaction issues.</li> <li>• To ensure confidentiality of information in respect of records maintained and tasks undertaken within County Council Policy and relevant legislation. This includes maintaining strict confidentiality in relation to personal information (including that of service users and other employees) which may become known to you in the course of your work or associated activities/elements of the role</li> </ul>	<b>Key Accountabilities</b> <ul style="list-style-type: none"> <li>• Specified service targets within agreed resources</li> <li>• Effective supervision and development of staff to secure high levels of performance</li> <li>• Alert the Service Manager of issues that could affect performance</li> <li>• Professional and management support and supervision to a team of staff in a designated work group, for which she/he is appropriately qualified and experienced. This will include</li> <li>• the provision of oversight of all team casework.</li> </ul>	

<ul style="list-style-type: none"> <li>• You will personally ensure compliance with the County Council's GDPR, Freedom of Information Act and ICT codes of practice.</li> <li>• To adhere to Performance Management principles in relation to all areas of HR Guidance, Policy and Procedures</li> <li>• To maintain an up-to-date knowledge of relevant legislation and Departmental procedures, and to ensure that team members also take necessary steps to familiarise themselves accordingly.</li> <li>• To manage and participate in good Health and Safety practice which complies with legislation and local policy (<i>including the personal safety of staff working in the community and outside of normal office hours</i>)</li> <li>• To attend Court hearings and other statutory forums as required.</li> <li>• To be responsible for the problem-solving stage of such complaints as are appropriate to a first line manager.</li> <li>• To work under the direction of a Designated Complaints Officer in the registered stage. To receive representations, drawing them to the attention of the appropriate manager and staff.</li> <li>• To set a professional example as an officer of Nottinghamshire County Council</li> </ul>	
<p><b>The post holder will perform any duty or task that is appropriate for the role described</b></p>	

<b>Person Specification</b>	
<p><b>Qualifications and Other Essential Requirements</b></p> <ul style="list-style-type: none"> <li>• Evidence of continuous professional development.</li> <li>• Knowledge and understanding of the main issues affecting the service area.</li> <li>• Including policy, service initiatives, and the range of typical case management issues in Children's Social Care.</li> <li>• Knowledge of the principles and practice of: <ul style="list-style-type: none"> <li>- effective people management;</li> <li>- excellent customer service;</li> <li>- appropriate risk management;</li> <li>- budget management (where budgetary responsibility is devolved to the team manager)</li> <li>- stakeholder, partnership and joint working</li> </ul> </li> <li>• Professional qualification in Social Work</li> <li>• Professional registration with Social Work England</li> <li>• Full driving licence (unless disability precludes this)</li> </ul>	<p><b>Leadership and Management Skills</b></p> <ul style="list-style-type: none"> <li>• Can demonstrate the ability to drive the team toward key outcomes, able to provide a positive example by working efficiently, thinking about and taking action to anticipate opportunities and deal with emerging issues.</li> <li>• Able to empower staff to develop ideas for increasing efficiency, managing the team to be ambitious but realistic in achieving the highest possible performance levels.</li> <li>• Ability to identify issues that could impact on service delivery and develop a number of options to mitigate these issues</li> <li>• Able to ensure that staff are deployed as efficiently and effectively as possible, in line with customers' needs, changing priorities, national changes and performance levels.</li> <li>• A flexible and responsive approach to work to manage in the context of the changing environment of Social Work practice.</li> <li>• 6. Manage cases and instruct Solicitors in Legal Proceedings.</li> </ul>

<p><b>Experience</b></p> <ol style="list-style-type: none"> <li>1. Must be able to demonstrate your ability to meet the requirements of the Children's Social Work Knowledge and Skills Statements for Practice Supervisors (included within this document, below)</li> <li>2. Experience, confidence and competence in working with children and families</li> <li>3. Experience of planning and organising team work or co-ordinating complex activities</li> </ol>	<p><b>Equal Opportunities</b></p> <ul style="list-style-type: none"> <li>• Commitment to anti-discriminatory and anti-oppressive practice with children, their careers and colleagues regardless of race, gender, age, disability, sexuality or religion.</li> </ul> <p><b>Personal</b></p> <ul style="list-style-type: none"> <li>• Willingness on occasions to work outside or beyond core hours.</li> <li>• Full driving licence and use of car, or eligible for taxi service if disabled.</li> </ul>
<p><b>Knowledge and Skills</b></p> <ul style="list-style-type: none"> <li>• All applicants will be expected to evidence that they meet the <b>Knowledge &amp; Skills Statements for Children &amp; Families Practice Supervisors</b> – as detailed below</li> </ul>	

Statement	Knowledge, Skills and Experience Expected
1. Promote and govern excellent practice	<ul style="list-style-type: none"> <li>• Establish and maintain a highly valued position of influence within the organisation and be recognised for extensive knowledge and skill in the profession of child and family social work.</li> <li>• Help shape and influence an environment which enables excellent practice by setting high standards and motivating others to do the same.</li> <li>• Demonstrate optimistic behaviour and build positive relationships with children and families and other professionals.</li> <li>• Lead by example, showing integrity, creativity, resilience and clarity of purpose.</li> <li>• Be visible and accessible to all staff, children and families.</li> <li>• Be accountable for ensuring the highest professional standards and professional conduct.</li> <li>• Design and implement measures to assure the quality of practice and the effective throughput of work.</li> <li>• Interrogate decisions, ensuring they are underpinned by theory and the best evidence and that they will contribute to the goals of the family and their social work plan, whilst ensuring that the safety of children remains the highest priority.</li> <li>• Closely monitor the wellbeing of children in public care, ensuring that they grow up in homes in which they are happy and thriving, holding high ambitions for their futures.</li> </ul>
2. Developing excellent practitioners	<ul style="list-style-type: none"> <li>• Recognise, respect and value the expertise of practitioners and provide a practice framework, underpinned by theory and the best evidence, within which they can work effectively.</li> <li>• Explain and champion the framework to practitioners, other professionals, children and families and set an expectation that this framework will be applied to practice.</li> <li>• Facilitate use of the best evidence to devise effective interventions, which are most likely to support family welfare and reduce risk to children.</li> </ul>

	<ul style="list-style-type: none"> <li>Secure excellent practice through an analytical understanding of different patterns of family functioning, matched with service responses which are most likely to effect change for families, as well as support children in public care and young people leaving care.</li> <li>Recognise the strengths and development needs of practitioners, and use practice observation, reflection and feedback mechanisms, including the views of children and families, to develop practice.</li> <li>Develop a culture of learning and improvement, where staff are sufficiently stretched and mentored to meet their aspirations. Gauge different learning styles and recognise when the role of the Practice Supervisor is to teach and when it would be more effective to draw on practitioners' own knowledge.</li> </ul>
3. Shaping and influencing the practice system	<ul style="list-style-type: none"> <li>Provide a safe, calm and well-ordered environment for all staff, ensuring that processes are fit for purpose and efficient.</li> <li>Create an ethos within which staff are motivated and supported to be ambitious on behalf of children and families.</li> <li>Facilitate constant reflective thinking about the welfare of families and the safety of children.</li> <li>Build and develop influential and respectful partnerships between practitioners and partner agencies.</li> <li>Pay attention to different structures, pressures, priorities and levers for influencing and shaping the thinking of others.</li> <li>Share practice knowledge and expertise and influence the wider organisation and national system to function to the best effect.</li> <li>Offer constructive advice and creative, strengths-based solutions to difficulties.</li> </ul>
4. Effective use of power and authority	<ul style="list-style-type: none"> <li>Apply a proportionate and ethical approach to the exercise of authority, which develops and maintains relationships with families and professionals and ensures the protection of children.</li> <li>Maximise opportunities for children and families to make informed choices.</li> <li>Secure an up to date, working knowledge of relevant legislation and case law. Exercise statutory powers where social work assessment shows that families require help and support and children are at risk of significant harm, ensuring that actions are proportionate to risk.</li> <li>Support practitioners to always communicate clearly, honestly and respectfully the purpose and content of the social work plan.</li> <li>Recognise the patterns of relationships between professionals, identifying where these are likely to compromise the welfare of families and the safety of children, taking immediate and corrective action.</li> <li>Invite challenge and debate and be accessible to children, families and professionals.</li> <li>Ensure the professional network identifies the logic by which children and families are functioning and use this as a basis for effective engagement. Take into account diversity, the experience of discrimination and the impact of poverty.</li> </ul>
5. Confident analysis and decision making	<ul style="list-style-type: none"> <li>Create a culture of focused thinking which consistently explores a wide range of contexts (including family and professional stories, the chronology of critical events, social and economic circumstances).</li> <li>Generate multiple hypotheses which make sense of the complexity in which children and families are living.</li> <li>Help practitioners to make decisions based on observations and analyses, taking account of the wishes and feelings of children and families.</li> <li>Ensure that practitioners are ambitious for children and families and that the long-term and life-long consequences of decisions are fully considered at all stages of planning and review, and in consultation with children and families.</li> <li>Build relevant relationships with children and families and professionals to test current hypotheses and dominant perspectives.</li> <li>Ensure that children and young people's expectations are met where possible and any disappointment sensitively acknowledged and sufficiently addressed.</li> <li>Establish recording processes, provide the full analysis underpinning decisions, making sure the rationale for why and how decisions have been made is comprehensive and well expressed.</li> </ul>

6. Purposeful and effective social work	<ul style="list-style-type: none"> <li>• Ensure practitioners adopt an approach to practice which is proportionate to identified risk and need.</li> <li>• Use supervision processes to challenge the balance of authoritative intervention and collaborative engagement to determine how current practice is achieving the best long-term outcomes for children and families.</li> <li>• Use focused questioning with practitioners to clarify the direction of work and identify whether practitioners need to adopt a more reflective and curious approach, or respond with greater pace and assertion.</li> <li>• Ensure that family narratives are sought and listened to, that all relevant family members, including fathers, are engaged in shaping plans and supported to carry these out, and that practice empowers families to make positive changes.</li> <li>• Ensure methods and tools used are based on the best evidence, that progress is frequently reviewed and that the social work plan is adjusted accordingly.</li> <li>• Reflect upon and review the welfare and support needs of children and families and be alert to evidence of actual or likely significant harm ensuring that identified risks are managed and new risks identified, assessed and addressed.</li> <li>• Implement effective strategies for ensuring throughput of work. Frequently review the requirement for continued involvement so that cases are closed in a timely manner and that families have an appropriate and long-term support plan where that is required, and ensure that no child or family is left unnoticed in the system.</li> </ul>
7. Emotionally intelligent practice supervision	<ul style="list-style-type: none"> <li>• Recognise how different relationships evoke different emotional responses, which impact upon the effectiveness of social work practice and provide responsive, high quality individual supervision. Use mechanisms such as peer supervision and group case consultation to help identify bias, shift thinking and the approach to case work in order to generate better outcomes for children and families. Recognise and articulate the dilemmas and challenges faced by practitioners and use this expertise and experience to guide, assist and support the provision of services.</li> <li>• Identify emotional barriers affecting practice and recognise when to step in and proactively support individuals. Promote reflective thinking to drive more effective discussions so that reasoned and timely decision-making can take place. Demonstrate a high level of resilience within pressured environments, be attuned to the effect of high emotion and stress and respond in calm, measured and pragmatic ways.</li> <li>• Reflect upon the confidence of practitioners and adapt management and leadership style according to the needs of individuals and the organisation. Protect practitioners from unnecessary bureaucratic or hierarchical pressures and have in place strategies to help manage the root causes of stress and anxiety. Continually energise and reaffirm commitment to support families and protect children.</li> </ul>
8. Performance Management and improvement	<ul style="list-style-type: none"> <li>• Explain to practitioners the full legal, regulatory, procedural and performance framework within which they operate and be accountable for their work within it.</li> <li>• Provide opportunities for staff to give and receive constructive feedback on performance.</li> <li>• Recognise and commend hard work and excellent practice and build social workers' confidence in their practice.</li> <li>• Challenge complacency with a commitment to continued improvement and confidently hold poor practice to account.</li> <li>• Establish available capacity so that work is allocated appropriately across the staff group and ensure best use is made of resource, ability, interests and ambitions.</li> <li>• Devise and implement systems which both demonstrate effective practice and trigger immediate corrective action where necessary. Produce and utilise data to understand current demand, historical patterns and likely future trends. Scrutinise system performance and devise and implement effective and timely improvement plans.</li> </ul>

	<ul style="list-style-type: none"> <li>• Strike a balance between employing a managerial, task-focussed approach and an enabling, reflective leadership style to achieve efficient day-to-day functioning.</li> <li>• Develop a strategy for future improvements and contribute to similar within the wider organisational system. Draw on and share best practice within local and national contexts. Implement communication channels with children, young people, families and other professionals inviting feedback and ideas for improvement. Respond thoughtfully and proactively to complaints and mistakes, creating learning opportunities for self, staff and the organisation.</li> </ul>
<p><b><i>Role Dimensions</i></b></p> <p><b>Additional Requirements:</b></p> <ul style="list-style-type: none"> <li>• To be responsible for a social work services team within Children’s Social Care, within one of the following functions: <ul style="list-style-type: none"> <li>- Multi-Agency Safeguarding Hub</li> <li>- Assessment Services and Emergency Duty</li> <li>- District Child Protection Teams</li> <li>- Through Care</li> <li>- Children’s Disability Service.</li> <li>- Managing Allegations Service</li> </ul> </li> <li>• To manage between 4-8 direct reports.</li> </ul>	