

## **JOB DESCRIPTION**

**POSITION:**

**SERVICE MANAGER**

**DIVISION:**

**CHILDREN'S SPECIALIST SERVICES**

**BUSINESS UNIT:**

**LOOKED AFTER CHILDREN – 13-21 Years**

**REPORTS TO:**

**HEAD OF LOOKED AFTER CHILDREN'S  
SERVICES**

**GRADE:**

**14**

### **1. JOB SUMMARY**

- 1.1 To have overall responsibility for the management of the Adolescent and Aftercare Service ,for children in care and care leavers. To lead teams of social work and support staff responsible for the case management functions at individual client level. To provide leadership in developing, planning and managing services. To hold responsibility for assessment, case planning, service provision and review: identifying and addressing the needs of individual clients within delegated budgets.

### **2. PRINCIPAL ACCOUNTABILITIES**

- 2.1 To be responsible for the management and development of services for looked after children, including the following:
- 13-18 Social Work Teams
  - Unaccompanied minor Service
  - Planning for permanence, including independence.
  - Aftercare Service (18-21)
  - Pathway planning
  - All planning activities and partnerships to achieve Every Child Matters outcomes for Children In Care
- 2.2 To manage and develop a large, multi-disciplinary staff group engaged in those functions noted in para. 2.1 above.
- 2.3 To be responsible for devolved financial management with respect to the services outlined in para 2.1 above, including the control of resources and the negotiation of service contracts with providers which ensure value for money and that complex needs of users are met.
- 2.4 To participate in the development and implementation of business plans which incorporate the services of the specialist teams and their

relationships with other teams, statutory agencies and the independent sector.

- 2.5 To support senior staff on professional matters of a complex nature including personal intervention on matters of social work practice where necessary.
- 2.6 To establish standards of service delivery and make use of performance indicators to monitor achievement.
- 2.7 To ensure the delivery of relevant services through the provision of comprehensive assessment. Develop appropriate packages of care to meet identified needs.
- 2.8 To have overall responsibility for the management of service contracts which ensure value for money and that complex needs of users are met.
- 2.9 To ensure that the establishment of contract monitoring and that systems of review support the provision of service to meet users' changing needs.
- 2.10 To initiate and progress developments with specific regard to legislation, national agreements, service user engagement, council policy, demand for services and equal opportunity strategies.
- 2.11 To lead on borough-wide developments in social work practice and management of specialist services as determined by the Children's Senior Management Team.
- 2.12 To represent the department and the council at working parties, negotiations and other forums with representatives of the voluntary/statutory bodies.
- 2.13 Any other duties appropriate to the post and grade.

**PERSON SPECIFICATION - Post: Service Manager – ( Children in care 13-21)**

**QUALIFICATIONS / EXPERIENCE:**

No.	Descriptions	Criteria
1	To hold a recognised Social Work qualification and be registered with the GSCC	<b>E/S/A/I</b>
2	To hold a recognised management qualification	<b>D/A/I</b>
3	To have significant post qualification experience of statutory social work practice, to include experience of being a case worker for child protection and child care work and the undertaking of court work where issues are both complex and in dispute	<b>E/S/A/I</b>
4	Experience of managing social work teams ( this may include integrated services) including task allocation and setting priorities, training and development and formal supervision	<b>E/S/A/I</b>
5	Experience of establishing effective working relationships with other professionals, including representatives from organisations external to the department	<b>E/S/A/I</b>
6	Experience of applying the principles of equal opportunities in the implementation of social work practice, to address inequalities	<b>E/I</b>
7	Experience of determining priorities in the implementation of a social work service	<b>E/S/A/I</b>
8	Experience of preparing succinct reports and presenting these in a formal setting	<b>E/I</b>
9	Experience of financial management in a social care environment	<b>E/I</b>
10	Experience of chairing meetings	<b>E/I</b>
11	Experience of using technology for word processing and data analysis	<b>E/S/A/I</b>

**KNOWLEDGE:**

12	Knowledge of the legislation governing the function of Children's services, including the consequent statutory duties and application, in particular that relating to Children's Social Care	<b>E/S/A/I</b>
13	Knowledge and understanding of current issues in social work practice particularly relating to child protection and child care work, including assessment, court work, packages of care and planning for looked after children	<b>E/S/A/I</b>
14	Knowledge and understanding of the significance of performance information and the use of information systems in operational management	<b>E/S/A/I</b>
15	Knowledge of methods to assess performance and the achievement of positive outcomes in social work practice.	<b>E/I</b>

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|----|---|----------------|
| 16 | Knowledge of the roles of Children's Services and in particular Children's Specialist Services and how they relate to those of other public agencies. | <b>E/S/A/I</b> |
| 17 | Knowledge of equal opportunities issues in social work  | <b>E/I</b>     |
| 18 | Knowledge of business planning  | <b>E/I</b>     |

PERSONAL COMPETENCIES:

- |    |  |          |
|----|--|----------|
| 19 | <b>Leadership</b> - Provides a clear sense: of leadership and direction. Motivates others towards goals through a desire for organisational achievement. Delegates effectively and develops skills and knowledge within teams.   | <b>T</b> |
|    | <b>Partnership Working</b> - Work in collaboration with internal and external partners to deliver integrated services.   | <b>T</b> |
|    | <b>Financial Acumen</b> - Use available financial resources to plan and make business decisions that deliver value for money services consistently within budget   | <b>T</b> |
|    | <b>Influencing and (Negotiation)</b> - Able to influence peers, team members, providers and internal/external customers, as appropriate. Able to negotiate with key players. Presents a positive and credible image.   | <b>T</b> |
|    | <b>Planning and Implementation</b> - Identifies and maximises service development opportunities. Demonstrates an ability to construct viable plans. Anticipates resource implications and priorities accordingly. Develops plans stating objectives as well as milestones and targets against which progress is monitored and evaluated"   | <b>T</b> |
|    | <b>Analytical Judgment</b> - Able to analyse and accurately evaluate a broad range of data and information. Identifies key business objectives or service needs. Reflects on and rationalises information to reach measured conclusion.  | <b>T</b> |
|    | <b>Decision Making and Problem Solving</b> - Obtains all written and relevant information through consultation. Able to take appropriate and decisive managerial action after considering a range of options: Achieves the optimum balance of costs and quality to meet requirements. Decisions are focused upon ensuring long term success. Willing to take tough decisions when needs dictate. | <b>T</b> |

**Customer Orientation** - Constantly strives to achieve customer satisfaction. Is sensitive to the needs of internal and external customers. Demands a strong customer focus from all staff. Recognises the business importance of customer satisfaction. T

**Written Communications** - Produces written information that is clear and succinct. Presents ideas in a well structured format and in a manner appropriate to the context and the recipient(s). Able to create a clear brief for further action where required. T

**Technical Knowledge and Skills** - Has specialist knowledge and appreciates service planning processes within own sector and other relevant sectors. Has a grasp of legal issues associated with contracts/tenders. Uses quantitative and qualitative techniques to measure performance in own specialism. T

**Interpersonal Relationships** - Establishes rapport with internal/external customers, team members and other key players. Consults, elicits ideas and listens to others. Is aware of other people's feelings and views but knows when to adopt a tougher line. Interprets the motives, concerns and behaviours of individuals/groups. Is aware of how others perceive him/her, and can adapt style accordingly. Is sensitive to level of morale, political issues and community feeling. Values diversity. Manages ongoing relationships to encourage co-operation. T

**Oral Communication** - Able to speak clearly and present ideas in a focused, succinct and structured way. Confident when addressing large/formal gatherings. Adapts style so that the recipient(s) understand the issues being communicated. T

**Change Orientation** - Looks for continuous improvement to meet ongoing requirements. Responds positively to and learns from change. Demonstrates flexibility and willingness to challenge accepted or established practice and structures, within appropriate limits. T

**Energy and Resilience** - Is enthusiastic and committed. Demonstrates a capability for sustained effort and hard work over long periods. Remains calm, objective and in control in stressful situations. Resilient and persevering -copes with T

disappointments and setbacks,

### SPECIAL CONDITIONS OF SERVICE:

20 **Hours of work** - Basic working hours total a minimum of 36 per week, spread as agreed with the relevant Chief Officer. The exigencies of the service determine whatever hours are necessary to fulfill the full duties of the post.

**Annual Leave** - Basic annual leave entitlement is 33 working days. Long service leave entitlement of an additional day is granted after each of the following periods:

- 7 years' continuous local government service (including 2 with Southwark);
- 10 years' continuous local government service (including 5 with Southwark); and
- 15 years' continuous local government service (including 10 with Southwark)

**Pay Review** - The annual pay review is applied with effect 1 April each year. (The incremental date for consideration of progression within the grade remains 1 April.)

**Rehabilitation of Offenders Act** - Because of the nature of the post candidates are not entitled to withhold information regarding convictions by virtue of the Rehabilitation of Offenders Act (Exceptions) Order 1975, as amended, pursuant to Section 4 (4) of the Rehabilitation of Offenders Act 1974. Candidates are required to give details of any convictions on their application form and are expected to disclose such information at the appointment interview.

#### KEY:

E Essential

D Desirable

S Short listing criteria

I Evaluated at interview

T Subject to test