

## Job description

Job title		Practice Manager			
Service Area		Children's Services		Function	
Team			Post number		Grade LBR14
Reports to		Team Manager			
Responsible for		Providing professional support and guidance to other team members, Senior Practitioners, Social Workers, NQSW's and to undertake supervisory duties deemed appropriate by the Team Manager.			
Purpose of job					
<p>To manage the day-to-day duties in the Child Protection Service including managing contacts, referrals and assessments.</p> <p>To manage a duty rota and ensure the safe and robust allocation of new Child and Family Assessments and Child Protection enquiries within the team.</p> <p>To lead, motivate, nurture and manage a team (Social Workers and unqualified staff) to deliver a Children's Social Care Service on a daily basis.</p> <p>To ensure that the Service provided is effective and delivers the required outcomes, and Children's cases are dealt with in a timely manner.</p> <p>To take responsibility for managing complex cases and undertake specific tasks, responsibilities and duties that contribute positively to the development of the Service.</p> <p>To lead, contribute and support the development of best practice, policies and procedures within the relevant operational team.</p> <p>To communicate effectively with a number of other colleagues across the service and take a lead in the development of strong and effective Multi-Agency relationship building.</p> <p>To take a lead in managing team meetings and other related team functions, in the absence of the Team Manager.</p>					
Major duties and responsibilities					
<p>To assist the Team Manager as required, in all aspects of the team's work including the allocation of work; maintaining, developing and encouraging high professional practice standards; and supporting the supervision and development of individual staff.</p> <p>To lead a team of HCPC Registered and unregistered staff, and under the direction of the Team Manager, ensure the operational delivery of a Children's Social Care Service is in accordance with legislation and Local policies and delivers best outcomes for children.</p> <p>To enable and challenge others to develop their knowledge base and skills, and make evidence based judgements, including improved independent decision making regarding risk.</p> <p>To be responsible for managing a team including the individual performance management and professional development of staff. This will include establishing regular individual and group supervision arrangements, mentoring and coaching staff, and setting and monitoring developmental targets and objectives whilst balancing this with the development of staff skills and ongoing training and development needs.</p> <p>To model and use critical reflective skills in management, practice or organisational supervision settings to enhance best practice. Model and support others to maintain professional and personal boundaries, and enhance the skilled use of self in more complex situations.</p> <p>To lead and develop a working environment that promotes a learning culture and active practice development within the work place.</p> <p>To keep up to date with good practice guidance, current legislation, Government initiatives, and local policies and procedures with a view to playing a lead role in disseminating these within the team.</p> <p>To provide consultation, advice and guidance to team members on professional issues.</p>					

To assist the Team Manager in developing and maintaining team plans and objectives that ensures delivery of the wider business plan. To take responsibility for ensuring compliance within the team with agreed working practices and identifying and meeting practice development needs.

To represent the Team Manager at internal and external meetings where appropriate, and to act as Deputy to the Manager.

To write complex reports and briefing papers on policy and operational issues for the Team Manager, Service Manager or Head of Service, and to actively participate in a range of meetings, case conferences or task forces, service and project management groups.

To assist in ensuring that team members fulfil expectations in relation to the council's statutory responsibilities, policies and standards and that all practice is delivered and maintained in accordance with Equality and Diversity policies and procedures.

To assist, when required, in ensuring that the council's employee communication system (CASCADE) is fully implemented and maintained in order that all employees receive appropriate information and that employee feedback is encouraged.

To participate where appropriate in staff selection processes and ensure that this is in accordance with equalities legislation, good practice guidance and Council procedures.

To be aware of health and safety within the workplace and to ensure the safety of staff, clients and others is considered at all times. Included in this role is the responsibility to be aware of safety systems, risk assessments and safety audits.

To assist in ensuring individual training needs are identified and appropriate training plans are developed for the team.

To actively participate in the overall management and development of the service through Team Meetings and Service wide meetings.

This Job Description is a guide to the level and range of responsibilities the post holder will be expected to undertake initially. It is neither exhaustive nor inclusive and may be changed from time to time to meet changing circumstances and demands.

#### **Experience:**

Extensive post qualification experience which demonstrates the application of technical theories, issues and related principles in complex or specialist areas of Social Care with families with complex needs and applying this in a Social Care setting e.g. Child Protection, Looked after Children, Families in Crisis.

Evidence of excellent assessment skills, including the demonstrable ability to ensure regular reviews and risk management with a variety of individuals, carers or families.

Extensive experience of effectively prioritising work and the ability to meet deadlines.

Demonstrable experience of dealing with a wide breath of issues and complex situations and using highly developed analytical skills to provide solution focussed and resource efficient options and outcomes.

Experience of maintaining and developing effective working relationships within a multi-agency partnership setting with evidence of the ability to influence change in order to maintain a focus on the needs of the Service users

Experience of involving service users and carers in the planning, development and evaluation of services.

#### **Level of Knowledge required:**

Relevant advanced theoretical Social Work concepts and practices and detailed organisational knowledge relating to the provision of a Social Work service dealing with complex issues. This includes detailed knowledge of attachment, impact of developmental trauma, child development and other relevant matters related to child abuse and indicators of significant harm.

Detailed knowledge of the wider Social Work legislation, organisational policies, practices and procedures. Relevant up to date working knowledge of legislation relevant to specialist area of the post e.g. Children Act 1989, Adoption and Children Act 2004, Working Together 2013, Fostering regulations and Standards, Public Law Outline.

Working knowledge of how to recognise the political context of Social Care and respond appropriately at management level.

Breadth of understanding of the therapeutic and theoretical interventions that can be used in Children's Social Care, e.g. solution focussed practice, systemic approaches and programmes and evidence based practice.

Knowledge of management strategies in order to confidently manage internal and external issues.

### **Role Demands:**

The role requires the post holder to demonstrate the ability to manage robustly a range of priorities, demands and analytical information to ensure that the service is being delivered effectively and team workloads are balanced.

The role involves regular exposure to people or subject matters, which can place considerable significant emotional demands on the post holder due to responding to families who are in crisis, and/or supporting staff working in high pressure crisis situations.

This role requires the post holder to demonstrate they have initiative, and that they can anticipate likely challenges and make informed best practice decisions. The ability to organise and manage the post holder's own workload as well as take responsibility for others workload is imperative.

The role demands the post holder to be able to demonstrate the ability to respond flexibly, positively and successfully to the ever changing pressures which local authorities face.

### **Information technology:**

To ensure the team effectively use the Integrated Children's System – Protocol – and ensure all staff are fully compliant with its use, that steps are taken to protect data integrity and that all users comply with the IT security policy.

To manage computerised information systems ensuring appropriate steps are taken to protect data integrity and that all users comply with the IT security policy.

To maximise the use of the office automation package provided, including ECAF, IDEAR and ALERT recording systems.

### **General**

To keep abreast of changes in legislation: national and local trends. To develop and maintain a working knowledge of major Council policies, procedures and practice guidance notes and work within them at all times.

To maintain management information systems and provide regular reports identifying trends and proposing solutions where problems are identified.

To provide cover for the work of other Practice Managers as required and arrange cover for other Team members across the service when necessary.

To participate fully in the development and maintenance of effective liaison and co-operation with the local community, community groups, other Authorities, agencies and non-statutory organisations.

To participate in inter-agency working specifically with Police, Education, the Health Authority, Housing, the Probation Service and other statutory/voluntary organisations.

To provide management, consultation, professional support, advice and guidance to the immediate team and others across the Service.

To be smart and presentable at all times in compliance with the current dress code.

To be able to drive and use a car for the execution of your duties.

Any other duties appropriate to this area of work and consistent with the level of the post, as from time to time are required.

The council operates a non-smoking policy

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### Person specification

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<b>Service Area</b>	Children's Services		<b>Function</b>		
<b>Team</b>		<b>Post number</b>		<b>Grade</b>	LBR14
<i>Method of candidate assessment: A = Application Form      I = Interview      T = Test</i> <i>Weighting: 3 = most important, 2 = least important</i>					
Selection Criteria				A - I - T	Weighting
<b>Education and Qualifications:</b>					
Recognised Social Work qualification (i.e. CQSW, DipSW, CSS or CCETSW approved equivalent, BA Hons Social Work or other relevant degree in Social Work. Health & Care Professions Council (HCPC) registration.				A	3
Appropriate post qualifying and practice assessor qualification.				A	2
Significant operational and strategic experience of working within a front line statutory child protection setting.				A-I	3
Experience of supervising and managing staff and social work students (practice teaching).				A-I	3
<b>Experience:</b>					
Social Work experience with children and families including:					
• Assessment work in a children and families setting.				A – I	3
• Child protection and Court work.				A – I	3
• Duty system.				A – I	3
• Relevant experience of staff and/or student supervision or mentoring				A – I	2
• Experience of supporting a team with guidance, advice and clear direction when require				A – I	3
• Providing advice to team members on a variety of Child Protection cases				A – I	3
<b>Skills:</b>					
• Ability to manage complex cases and assist colleagues in carrying out statutory requirements as appropriate, such as managing duty systems.				A – I – T	3
• Ability to undertake professional duties to comply with statutory duties within the framework of the Children's Trust Policies and Procedures.				A – I	3
• Ability to develop strategies to support children in need and to take appropriate action to formulate plans for intervention.				A – I	2

<ul style="list-style-type: none"><li>• Ability to formulate and implement child in need and child protection plans.</li><li>• Ability to communicate effectively in a manner that is clear, fluent, concise and jargon free and in a courteous, calm and professional manner.</li><li>• Ability to support colleagues in the recording of data, in line with the Integrated Children's System (ICS).</li><li>• Ability to prepare complex court reports and care planning and attend and give evidence and support colleagues in court.</li><li>• Ability to give advice and consultation to team members in casework issues, make clear casework decisions and execute them.</li><li>• Ability to use resources effectively within current constraints working to agreed threshold and eligibility criteria.</li><li>• Ability to work as part of a team in order to develop and promote good practice, monitor and evaluate ones own work and contribute to the evaluation of the practice of others.</li></ul>	A – I	2
	A – I – T	3
	A – I – T	2
	A – I	3
	A – I	3
	A – I	3
<b>Knowledge:</b> <ul style="list-style-type: none"><li>• Sound knowledge of legislation and relevant guidance.</li><li>• Progressive knowledge of current research and evidence based practice.</li><li>• To supervise the work of qualified staff and support staff as determined by the team manager and with accountability to the team manager. This will include staff induction and professional development and evaluation for supervisees.</li><li>• Knowledge and understanding of equality and diversity issues</li></ul>	A – I – T	3
	A – I	3
	A – I	3
	A – I	2