

## Delivery / Team Lead (Tier 4)

<b>Job Title</b>	Z412 Delivery Lead Social Work Operations Manager
<b>Directorate:</b> <b>Service area:</b>	Children and Families <i>[Service Area to be added]</i>
<b>Accountable to:</b>	Tier 3 Service Manager
<b>Accountable for:</b>	Budget over £1.8 Million
<b>Politically restricted post</b>	TBC
<b>Delivery teams:</b>	Social Work Operational Team
<b>Grade</b>	Hay E

### Context

You will play an active role as part of our service team working in partnership with our Commissioning Team Leaders to innovate our service delivery capabilities.

You will support the Service Manager and other Delivery Team Leaders in achieving our organisational vision and outcomes.

You will manage your team to meet the outcomes of the service delivery plan. You will develop and maintain good working relationships with our range of key stakeholders including statutory partners, service providers, voluntary sector and customers.

### Specific role assignment

<b>Delivery responsibilities</b>	<ul style="list-style-type: none"><li>• Responsible for the provision of a Children and Family services.</li><li>• To ensure that the service meets regulatory requirements and departmental standards.</li><li>• The recruitment, training and development of staff.</li><li>• Budget management and forecasting as the cost centre manager.</li></ul>
<b>Key business measures</b>	<ul style="list-style-type: none"><li>• No. of children open to an Early Help assessment</li><li>• % of re-referrals to children's social care within 12 months</li><li>• No. of children with an open Child in Need category including Child Protection Plans and Children Looked After</li><li>• No. of Child Protection Plans</li><li>• No. of Children Looked After (CLA) excluding unaccompanied asylum seeking children (UASC)</li><li>• Average Caseload per FTE (excluding Team Managers).</li></ul>

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	<ul style="list-style-type: none"> <li>• % Care Leavers (Relevant and Former Relevant 16 - 21) who are NEET</li> <li>• % Care Leavers (Relevant and Former Relevant 16-21) in suitable accommodation</li> <li>• % of young offenders who reoffend</li> <li>• % of appraisal completion</li> <li>• % of Staff Turnover</li> <li>• Sickness Absence days per FTE</li> <li>• Break even budget</li> </ul>
<b>Statutory responsibilities</b> (if applicable)	In line with the Social Work England (SWE) Social work standards, to exercise statutory powers to ensure that the wellbeing of children, adults at risk and communities. This risk requires balancing competing needs, risks and rights
<b>Specific experience</b>	Experience of managing social work teams
<b>Specific qualifications/and registration</b>	SWE Registered and Qualified Social Work
<b>Budget responsibility</b>	over £1.8 million
<b>FTE responsibility (line management)</b>	approx 50
<b>Key stakeholder relationships</b>	<ul style="list-style-type: none"> <li>• Children and their families</li> <li>• Children and Families Operational Leadership Team</li> <li>• Partner Agencies, including the NHS, schools, police and the courts</li> <li>• Commissioners</li> </ul>

## Generic capabilities of the role

Generic Capability	Descriptor
Business Acumen	<ul style="list-style-type: none"> <li>• Deliver in year service plan (1 year)</li> <li>• Effective contract and supplier management</li> <li>• Meet budget, savings and income targets</li> </ul>

- Contribute to the operational planning of the service with the commissioning team
- Ensure effective contract management arrangements are in place
- Manage costs down, deliver savings and income targets (as applicable)

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Generic Capability	Descriptor
Performance & standards	<ul style="list-style-type: none"><li>• Statutory compliance</li><li>• Professional practice</li><li>• Procedure compliance</li></ul>

- Execute the statutory or regulatory duties that are in place and delivered across the team.
- Ensure the safe operation of the business and compliance with appropriate regulations and legislation.
- Execute the relevant policies and procedures to ensure the outcomes are delivered.

Generic Capability	Descriptor
Operational management	<ul style="list-style-type: none"><li>• Deliver operational performance objectives</li><li>• Manage the workforce</li><li>• Deliver continuous improvement plans</li></ul>

- Meet the service key business measures for the service
- Manage costs down through operational improvement
- Manage and allocate resources to meet key business measures
- Use data and insight to improve service performance

## Generic leadership competencies

Capability	Descriptor
People Management	<ul style="list-style-type: none"><li>• Workforce development</li><li>• Workforce planning</li></ul>

- Recruit and ensure effective onboarding of team members
- Retain and attract the required capabilities of the team through effective talent management
- Set and deliver stretching performance objectives
- Undertake annual appraisals with the team
- Undertake regular 1:1 sessions throughout the year to review performance against objectives
- Manage and support teams through organisational change

Capability	Descriptor
Management of resources & planning	<ul style="list-style-type: none"><li>• Monitors the service performance framework</li><li>• Effective service design</li></ul>

- Plan, task, deploy and co-ordinate resources to meet changing operational needs as required
- Monitor, plan and review team outcomes ensuring delivery of personal and team objectives
- Hold regular meetings to inform teams of plans, priorities, budgets and expected outcomes

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- Identify the capacity of the delivery team through effective workforce planning.
- Develop and implement integrated working across teams

Capability	Descriptor
Organisational leadership & resilience	<ul style="list-style-type: none"><li>• Deals with performance issues</li><li>• Maintains business continuity</li><li>• Role model of how we work principles</li></ul>

- Maintain business continuity in the event of service disruption
- Effectively addresses performance issues within the team
- Enable the team to work in a high performance culture
- Act and operate corporately across WCC adopting the one council approach
- Act as a positive role model for WCC's values and behaviours at all times
- Represent the interests of the Council on external bodies and networks

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### WCC values and behaviours

The post holder must be able to demonstrate that they role model the WCC values and behaviours.

### Our Values – The Warwickshire DNA



### Our Behaviours



**Strategy...** the direction we will take to achieve our outcomes



**Plan...** what we will do to achieve the strategy



**Commissioning...** the process of how we will plan, purchase and monitor our services



**Strategic Commissioning...** the process for understanding, planning and delivering services to achieve the best outcomes



**Operational Commissioning...** the process for meeting need at an individual level or to a specific group



**Delivery...** providing services to our customers

