

CSW05 - Children and Family– Social Worker operational Team Leader

T4000B - Children and Family– Social Worker Operational Team Leader (previously CSW05/T4001)

Directorate: Service area:	Children and Families Systemic Practice and Family Therapy Team
Accountable to:	Tier 4A Operational Manager (Technical Specialist) Clinical Lead
Accountable for:	Front line Practitioners – Systemic Practitioners, Systemic Lead Practitioner, Social Workers, Family Support Workers and multi-disciplinary professionals.
Politically restricted post	No
Grade	Hay 10

Context

The role is to manage the delivery of the Systemic Practice & Family Therapy Team within Warwickshire County Council Children & Family Services. The Team Manager will ensure that systemically informed interventions are offered to children and families who have an allocated social worker from Warwickshire County Council. They will ensure that the quality of systemic practice is maintained and relevant professional standards are maintained in line with the requirements of regulatory bodies. The Team Manager will supervise a countywide team of systemic practitioners in the delivery of systemic interventions. This includes supporting practitioners who are training as systemic practitioners and with support from Lead Practitioner ensuring appropriate supervision, support and teaching is provided to members of the team and other practitioners.

The purpose of the Systemic Practice and Family Therapy team is to support children and their families in maintaining healthy, supportive and safe relationships by the use of recognised, evidence-based and high quality systemic interventions. In collaboration with other professionals; social workers, managers and partner agencies; the systemic service will seek to ensure that the organisational response to families improves the relationships and opportunities for success.

The team contribute to the safe management of family relationships which will in turn reduce the need for local authority care, escalation of services and will improve outcomes for children.

The systemic team manager will:

- Provide clinical supervision for a team of systemic practitioners, including those in training
- Contribute to the organisational supervision process delivered by the responsible Operations Manager (Clinical Lead)
- Be responsible for the management of appropriate referrals and incoming working including prioritisation and allocation, through clinical supervision of team members, reviews and closure of cases
- To be responsible for ensuring that information systems are developed and maintained that will enable statistical analysis of the performance of the service
- To be responsible for monitoring and auditing the quality of the service provided by the team and ensuring that any corrective measures are taken to meet the objectives set for the team

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- To maintain a knowledge and expertise of the work of the directorate and systemic practice to contribute to the development of services and the development of best practice systems and protocols which support the delivery of a quality service and reflect any changes required
- The Team Manager will co-deliver Family and Systemic Psychotherapy in the Family Therapy Clinic

General Team Manager responsibilities

You will lead and model the implementation of cultural change (restorative practice) within your team and locality. This includes modelling and leading a “Safe Uncertainty” approach to risk. Where we value family, doing all we can to keep children and young people safe within their own family.

You will work in partnership with our Commissioning Team Leaders to innovate our service delivery capabilities.

You will support the Delivery Operations Managers (Delivery Leads) and Service Managers in achieving our organisational vision and outcomes.

You will manage your team to meet the outcomes of the service delivery plan. You will take responsibility and lead the performance of your team. You will also lead quality assurance activity for your team, ensuring good quality services are delivered under the Warwickshire Famous Five (Child’s Voice, Chronologies & Recording, Management Oversight, SMART Plans). You will be responsible and accountable, with support from the Operations Managers (Delivery Leads) and Service Managers for the quality of practice and delivery of Children’s Social Care services. Demonstrating quality and impact of your teams performance to internal (senior leaders and elected members) and external (OFSTED) scrutiny.

You will develop and maintain good working relationships with our range of key stakeholders including statutory partners, service providers, voluntary section and customers. You will work creatively with partner agencies and commissioners to meet the needs of children, young people and their families within your area of work/locality. This may include supervising and managing a multi-disciplinary team of social workers, family support workers and other multi-disciplinary professionals who may be based within the team and managed on a day to day basis by you but who are employed by other agencies.

You will establish and help implement new ways of working. Embedding and modelling good practice that you can evidence is improving outcomes and having a positive impact on children, young people and their families.

Specific role assignment

Delivery responsibilities	<u>Systemic Team Leader requirements</u> Systemic Team Leader will have appropriate qualification in relevant mental health/social welfare profession and demonstrable practice over a minimum of four years. Masters/Diploma level qualification (or its equivalent) in Family and Systemic Psychotherapy accredited with UKCP.
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	<p>The Maintenance of UKCP Registration by attendance on short or long training courses to meet CPD requirements.</p> <p>Minimum four years practice in relevant first profession.</p> <p>Minimum of 12 months post qualification experience as a Family and Systemic Psychotherapist.</p> <p>Experience of specialist systemic assessment, formulation and intervention with individuals and families.</p> <p>Experience of working with a high degree of professionalism in the face of highly emotive and distressing problems with a wide variety of client groups across the whole life course presenting problems that reflect the full range of clinical severity.</p> <p>Experience of exercising full clinical responsibility for systemic care and treatment, both as a professionally qualified care coordinator and also within the context of a multidisciplinary care plan.</p> <p>Experience of working in a multi-disciplinary team.</p> <p>Experience of working with a range of childhood disorders at the acute and chronic stage.</p> <p>Experience of risk assessment and risk management.</p> <p>Advanced skills in using a wide variety of systemic theories and interventions and the ability to use these appropriately in relation to client need and work setting</p> <p>Advanced skills in the use of complex methods of psychological assessment, intervention and management, frequently requiring sustained and intense concentration.</p> <p>Well developed skills in the ability to communicate effectively, orally and in writing, complex, highly technical &/or clinically sensitive information to clients, their families, carers and other professional colleagues across agencies</p> <p>Advanced skills in providing consultation to other professional groups.</p> <p>Advanced knowledge of and skill in using a wide variety of systemic theories and interventions and the ability to use these appropriately in relation to client need and work setting.</p>
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	<p>Advanced skills in professional supervision; skills for offering live supervision of multi-disciplinary colleagues.</p> <p>Advanced skills in providing consultation to other professional and non-professional groups.</p> <p>Advanced Knowledge of child development/ mental health issues.</p> <p>Knowledge of research methodology consistent with systemic practice.</p> <p>Ability to work with a racially and culturally diverse community in a wide variety of contexts including advanced specialist skills for working therapeutically in family homes</p> <p>Up-to-date knowledge of relevant legislation, ethical issues and strategic frameworks including The Children Act 1989, and its implications for both clinical practice and professional management.</p> <p>Ability to manage working in highly complex situations where there are multiple difficulties, competing/conflictual views about those difficulties, and take a lead in creating contexts that develop systemic rapport, and harness the abilities of others in developing resources and solutions.</p> <p>Appreciation of the interface between personal and professional lives, high level of self-awareness and knowledge of principles of self-care.</p> <p>Ability to teach and train others, using a variety of complex multi-media materials suitable for presentations in public, professional and academic settings.</p> <p><u>General Team Leader (Social Work/Probation)</u></p> <ul style="list-style-type: none">• Manage and supervise a Children and Families Team of staff which may include Social Workers, Family Support Workers, Sessional Workers and other professionals from a range of professional disciplines.• Management of incoming work including prioritisation and allocation through caseload management of team members review and closure of cases.• Identify the need for any appropriate service meetings, including those involving other agencies and to be responsible for ensuring that such meetings are called, where appropriate chairing them and for establishing clear outcomes and that any actions are followed up.
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	<ul style="list-style-type: none"> • Ensure that information systems are developed and maintained that will enable statistical analysis of the performances of the service. • Take responsibility and lead the performance of your team, evidencing positive impact and outcomes are achieved for children. • Monitoring and auditing the quality of service provided by the team and ensuring any corrective measures are taken to meet the objectives set for the team. • Foresee, plan and address performance issues. Contributing to scrutiny processes to evidence performance and actions being taken to ensure good practice is achieved and maintained. • Build and maintain links with local voluntary and statutory agencies that promote the service and encourage good working relationships to enhance high quality service outcomes. Establishing creative ways of working to ensure local issues, risks and needs for children and young people are met in partnership with other agencies. • Represent the council at court proceedings, including preparing and supporting others to attend and complete court proceedings, as required. Undertaking lead in the case management of court proceedings. • Maintain a knowledge and expertise of the work of the Directorate to contribute to the development of services and the development of best practice systems and protocols which support the delivery of a quality service and reflect any changes required. • To deputise for the Operations Manager in their absence. • Under the direction of the Operation and Service Managers, define and develop service policies, priorities and programmes which will impact across the whole service. Establish and lead the implementation of new ways of working to improve practice and outcomes for children.
Key business measures	Children & Families Performance data set. Shared budgetary responsibility for the operational budget of up to £1.8 million
Statutory responsibilities <i>(if applicable)</i>	<p>In line with the Social Work England 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.</p> <p>For Youth Justice or other posts, to maintain Youth Justice Standards.</p>

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Specific experience	Significant experience as a practicing Social Worker (or Probation Officer, Youth Justice or other related roles)
Specific qualifications/and registration	Professional Social Work qualification and current registration as a social worker with Social Work England; or equivalent professional qualification and registration when explicitly deemed appropriate by the Council and substantial post qualification experience.
Key stakeholder relationships	Partner agencies including education, health, police, probation and the third sector. This may include direct day to day management of multi-agency team or multi-disciplinary professionals from child or adult agencies, to achieve an integrated Children's Service.

Generic capabilities of the role

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

- 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)

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

- Execute the statutory or regulatory duties that are in place and delivered across the team, including across professional disciplines.
- 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"> • Plan, monitor and deliver operational performance objectives • Manage the workforce of the council and other professionals who may be within the team. • Deliver continuous improvement plans • Evidence performance and outcomes to internal/external scrutiny.

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- 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">• Workforce recruitment and performance management.• Workforce development• Workforce planning

- 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">• Monitors the service performance framework• Effective service design

- 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
- 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">• Deals with performance issues• Maintains business continuity• Role model of how we work principles

- Personal resilience
- Emotional Intelligence. Supporting professionals with risk and emotional impact of role. Leading response to complex and risky situations.
- Influence others
- 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

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- Evidence to internal/external scrutiny impact and outcomes of performance. Including evidence of change/maintaining performance to ensure good practice is consistently achieved.
- 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

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

