

Service Manager

Job Description (Tier 4)

Job Title	Service Manager – Multi-Agency Child Protection Teams (MACPT) (Social Work Qualified)
Role Type	Service Manager
Salary	HAY E
Benefits	(i.e. agile working, leave, pension, inclusive culture)
Directorate	Children & Young People
Team	Children & Families
Accountable to	Head of Service – Safeguarding Communities
Hours	37
Location	Office locations at Warwickshire Justice Centres in Nuneaton and Leamington. Service delivery is countywide.
Accountable for:	Team Managers
• Team Responsibility (FTE)	38 FTE (26 MACPT; 12 EDT)
• Annual Budget	TBC
Politically restricted role	No
JEID (Job Identifier number)	Z412
Essential Qualifications	SWE Registered and Qualified Social Work

Key responsibilities (including technical responsibilities and key stake holders/customers)

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 Head of Service and other Service Managers in achieving our organisational vision and outcomes, focussed upon delivery of improved outcomes for children and young people. You will promote a culture of continuous improvement, innovation, and excellence.

You will lead our new countywide Multi-Agency Child Protection Team. The team will involve Lead Child Protection Practitioners (social workers), police, health, and education. The team will work collaboratively, working together to provide high support and high challenge in equal measure for the Children and Families workforce, members of the multi-agency Child Protection team, and other partner agencies.

You must be able to provide skilled identification and assessing significant harm, including extra familial harm; know how to work with families and parents, including those who have demonstrated resistant, hostile, and/or deceptive behaviour.

The team take responsible for making all statutory child protection decisions with input from the wider Multi-Agency Child Protection Team working with the family help lead practitioner and building in family group decision making/family network engagement.

Our Practice Framework is Restorative Practice. We believe in a Families First approach and expect our leaders to model and enable this approach. This means that:

- It's all

Heard – have a voice to shape and influence where they live.

Safe – have safe, secure and stable home lives.

Healthy – to access to the health services and physical activity they need.

Skilled – have the opportunity to enjoy the learning they need leading to the achievements and employment they want.

Happy – enjoy access to activities and entertainment with safe, secure, green and clean areas in which to play.



about

relationships.

It's all about our culture and our behavior with one another and families. Move from doing to and doing for children and families to acting with and alongside - to listen and understand. Relationships are the mechanism for change, and we demonstrate "stickability" through tough times with children, young people, and their families.

- We utilise the power and strength of family.

We value family and believe this is the most underutilised resource. Families are experts of their problem, so we help families to plan their safety and fully involved in decision making. It also includes providing real, helpful help for parents and carers. Being creative and doing all we can to keep children within their family.

- Within a context of safe uncertainty approach to risk

Leaders, managers, and practitioners will recognise their own approach to risk. They will lead and manage risks together within the organisation, across disciplines and agencies. Leading multiple hypothesis and multiple types of intervention, all based around the cycle of change, so families are supported to sustain change.

- Delivering though a trauma informed approach.

We recognise the importance of delivering services through a trauma informed lens. Utilising the 4 R's as outlined below, we continue to be a trauma informed and aim to embed this model of practice across our multi-agency partnership.

- Realises the widespread impact of trauma, stress and adversity and understands potential pathways for recovery.
- Recognises the signs and impact of trauma in staff, and children and families.
- Resists re-traumatisation.

- Responds by embedding knowledge about trauma into policies and procedures, language, culture, and practices.

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.

You will be responsible for the recruitment, training, and development of staff. You will work to retain and attract the required capabilities of the team through effective talent management.

You will monitor, plan, and review your teams' outcomes ensuring delivery of personal and team objectives, holding regular meetings to inform the team of plans, priorities, budgets and expected outcomes. Identifying the capacity of the team through effective workforce planning. Developing and implementing integrated working across teams.

You will be responsible for setting and delivering performance objectives, undertaking annual appraisals and 1:1 sessions throughout the year to review performance against objectives. You will manage and support teams throughout organizational change.

You will implement the statutory or regulatory duties that are in place and deliver across the team. You will ensure the safe operation of the business and compliance with appropriate regulations and legislation. You will adhere to the relevant policies and procedures to ensure the outcomes are delivered.

You will manage budgets and resources efficiently to achieve the best outcomes for children and families, acting as cost centre manager. You will plan, task and co-ordinate resources to meet changing operational needs as required.

You will maintain business continuity in the event of service disruption. You will effectively address performance issues within the team and enable the team to work in a high-performance culture. A one council approach will be adopted, and you will act and operate corporately across WCC. You will always act as a positive role model for WCC's values and behaviours and represent the interests of the Council on external bodies and network.

Person Specification What we are looking for

Role specific and Core Competencies and Professional Expertise that are essential (these will be measured during the assessment process)

- SWE Registered and Qualified Social Work.
- Educated to degree level or equivalent with evidence of relevant continuing leadership and professional development/qualifications.
- Comprehensive understanding of Early Help/Support, Child Protection, Children in Need, Contextual Safeguarding and Children in Care. Including comprehensive knowledge of legislative and operational frameworks.
- Robust multi agency quality assurance experience, including leading analysis and addressing performance. Leading continued improvement and change. Focusing on the outcomes achieved for children.
- Experience of Ofsted and other inspection requirements.
- Experience of management of risk for children, workforce, organisation and upon a place-based approach.
- Experience in making difficult decisions and managing conflict constructively.
- Senior leadership experience of multi-agency teams, supervision, and matrix arrangements.
- Experience of commissioning specific and complex services, working alongside commissioning colleagues and public health.
- Successful leadership of large-scale, complex transformation programs involving strategic, structural, and cultural change. Including leading innovative practice.
- Proven record in strategic leadership, decision making, policy formulation, and service delivery.
- Ability to track and interpret national developments, presenting them to Elected Members and multi-disciplinary leaders/teams. Ensuring Policy and Procedures are understood and implemented consistently, both locally and nationally.
- Experience of addressing Children & Families Workforce, Learning & Development Strategy, on a multi-agency basis.
- Experience of implementing Restorative Practice and/or cultural change.

Our Competencies

Our competencies and behavioural indicators (defined within each core competency) describe the behaviours, actions, and activities which we believe are associated with effective performance and job success. These will be considered, along with the behaviours and values, in our application and assessment process.

Generic Competency	Indicators
Driving organisational performance through change	<p>Endorses and communicates clear messages about priorities, objectives, and expectations as well as processes for managing performance. Ensures an inclusive culture where resources and support are available to enable people to be the best they can be.</p> <p>Recognises the need for change, interprets it and initiates change by setting the agenda. Translates the requirement for change into clear objectives, effective plans, and systems.</p> <p>Uses change management processes effectively. Engages stakeholders to understand the need for change, to mobilise and build commitment. Identifies and removes obstacles and generates ideas to explore change opportunities and make change happen.</p> <p>Undertakes periodic reviews of commissioning intentions, delivery methods, quality, outcomes, and key business measures to identify areas for improvement. Puts in place frameworks to monitor and manage outputs.</p> <p>Reviews working practices, identifies, and proposes ideas and recommendations to improve the way things are done. Evaluates new ideas and systems of work and implements them in a positive way.</p>
Generic Competency	Indicators
Organisational & People Leadership	<p>Understands how own role and work contributes to team and organisational objectives. Adopts a one organisation approach to service delivery and works within the structure and statutory responsibilities of WCC. Is sensitive to the culture and political context of WCC and works effectively within it.</p> <p>Measures performance, challenges inefficient processes and practices and makes proposals for improvement. Assesses the level of resource, allocates and manages them in order to meet organisational objectives. Enables WCC to respond with agility to changing priorities.</p>

	<p>Role models WCC leadership behaviours, communicates openly and encourages our people to engage with WCC's vision.</p> <p>Role-models continuous self-learning and development and supports colleagues to do the same. Ensures that development opportunities are available for everyone. Shares own expertise through coaching and mentoring.</p> <p>Promotes and values equality and diversity, takes account of and learns from different individual needs and views.</p> <p>Role models a collaborative working style where all opinions are listened to, and individual needs are taken into account. Recognises individual contribution and success. Ensures the wellbeing of all our people, and promotes WCC's values, behaviours, and ways of working.</p>
Generic Competency	Indicators
Finance and Commercial Leadership	<p>Considers key financial and commercial issues and manages contracts and commercial arrangements in a commercially focussed manner, ensuring that value for money is achieved.</p> <p>Understands and uses financial tools, data, and processes to maximise value from operational and contractual arrangements to deliver outcomes.</p> <p>Gathers evidence to assess costs, benefits and risks and produces commercially focussed information to inform and advise decisions.</p> <p>Seeks improved performance from commercial agreements and arrangements, and challenges gaps between agreed commitments and operational delivery.</p> <p>Monitors and evaluates supplier performance against the specification and, using management information, works with suppliers to make recommendations for continuous improvement.</p>
Generic Competency	Indicators
Strategic Thinking & Planning	<p>Reviews developments externally and the organisation's strategic plans, to identify patterns, opportunities, risks, and benefits which affect their work.</p> <p>Remains up to date with developments such as political, economic, environmental, technological, operational, and social that have an impact.</p>

	<p>Develops and uses insights to create prioritised plans to enable the achievement of the organisation's strategic commissioning and delivery goals.</p> <p>Anticipates and responds to organisational issues and challenges by balancing a range of operational interventions and solutions.</p> <p>Ensures all their activities are focussed, co-ordinated and prioritised on delivering greatest value for the organisation.</p>
Generic Competency	Indicators
Performance & standards	<p>Ensures the safe operation of services and compliance with appropriate regulations and legislation.</p> <p>Contributes to and implements the relevant policies and procedures to ensure service outcomes are delivered.</p> <p>Plans tasks, deploys and co-ordinates resources to meet changing operational needs as required.</p> <p>Monitors, plans, and reviews service delivery outcomes ensuring objectives and quality are met.</p> <p>Expects and supports high standards of performance through clear purpose and accountability and challenges poor performance.</p>
Generic Competency	Indicators
Relationship Management	<p>Secures the necessary commitment and support for changes or policies from a range of stakeholders by tailoring the approach and tone of any interaction.</p> <p>Works with other people to help gain commitment and support for changes or policies using the appropriate communication channel or method.</p> <p>Utilises logical arguments backed by evidence to support their opinion and advice and persuade others.</p> <p>Engages and empowers others to work collaboratively across all functional boundaries and with partners and stakeholders.</p> <p>Identifies key points to communicate, selecting the appropriate channel and message for influencing the audience.</p>

	Takes opportunities to understand own style and approach, and how they might influence and persuade others.
Generic Competency	Indicators
Personal Leadership	<p>Displays leadership behaviours and remains calm and objective in all situations.</p> <p>Demonstrates flexibility and adaptability in light of new information. Accepts feedback and responds in a thoughtful and considered way.</p> <p>Delivers personally and through others across projects by setting clear goals and targets, monitoring progress, and holding people to account.</p> <p>Pursues and adopts a continuous learning and professional development approach showing interest in new ideas and opportunities to build on success.</p> <p>Builds positive and collaborative relationships based on trust and support.</p>

Our Values and Behaviours

We want to support our workforce to be best they can be. Our Behaviours and values provide a framework for our culture and give reflect the standards we expect from all our people. We are committed to creating a working environment of equality, respect, and inclusion where everyone can thrive and contribute to our community. Working with us gives you the opportunity to make a real difference to the lives of the people of Warwickshire.

You must be able to demonstrate you role model the Warwickshire values and six behaviours.

Our Values and Behaviours – The Warwickshire DNA

