Job Description
Practice Manager – Child in Need

* Service area: People’s Directorate – Safeguarding and Family Support – Child in Need
* Grade: PO5
* Reports to: Team Manager
* Your team: Child in Need Team

Our mission

Our vision for the service is that children and young people are safe, can overcome difficulties and can form secure relationships through their childhood and into their adulthood. The service is responsible for undertaking assessments of children and families, developing intervention plans for children in need and those in need of protection. This will include applications to court and care planning for children until the first CLA review As a Practice Manager you will promote and govern excellent practice, developing the Social Workers you supervise individually and in group supervision. You will be responsible for overseeing and supporting Practitioners to make decisions about children and families within your team and provide effective and purposeful Social Work. You will actively champion the delivery of The Motivational Practice model, developing excellent practitioners by shaping and leading the practice within your supervision group. You will provide strengths based observation, feedback/coaching of direct practice and ensure that statutory requirements for your team’s cases are completed to a high standard.

1. **Promote and govern excellent practice**
	1. To maintain a highly valued position of influence, be recognized for extensive knowledge and skill and shape and influence an environment which enables excellent practice. Demonstrate optimistic behaviours and build positive relationships, leading by example showing integrity, creativity, purposefulness and resilience.
	2. To provide observation and feedback/coaching of direct practice to measure quality alongside effective case management, underpinned by theory and best evidence, ensuring that child protection is prioritised. Ensuring a multi-agency and culturally aware approach to practice.
2. **Developing excellent practitioners**
	1. Recognise and respect the individual expertise, strengths and developmental needs of practitioners, developing a culture of learning where staff are encouraged to meet their aspirations.
	2. Championing The Motivational Practice Model by facilitating its use with children, families and carers, and to provide evidenced based interventions that are most likely to support family welfare, support children to remain at home or with their extended family and reduce risk.
3. **Shaping and influencing the practice system**
	1. Provide a safe, calm and well-ordered environment for all staff that is motivating, supportive and ensures that processes are efficient. Facilitate constant reflective practice, sharing practice knowledge and expertise within your team, with partners and the wider organisation.
	2. Pay attention to different structures, pressures and practice, offering constructive advice and strengths-based solutions that consider internal and external resources.
4. **Effective use of power and authority**
	1. Use respectful authority and empathy to build and maintain relationships, focusing on the protection of children and young people to maximize the opportunity for people to make informed choices. Exercise proportionate statutory powers where children are at risk of significant harm or in local authority care.
	2. Invite clear, respectful and open challenge within your team, the wider organisation and with families and professionals. To develop logical plans of action which take into account diversity, discrimination and impact of poverty.
5. **Confident analysis and decision making**
	1. To help practitioners to maintain the focus on the child or young person’s wishes and feelings so that the long-term and life-long consequences of decisions are considered at all stages of planning and review.
	2. To be able to debate, discuss, reflect upon and test hypotheses about what is happening within families, with children and young people that leads to informed decision-making in assessing and planning. Recognise behaviours which may indicate ambivalence to change.
6. **Purposeful and effective social work**
	1. Use individual and group supervision processes to challenge the balance of authoritative intervention and collaborative engagement. Take in to consideration family narratives and professional views using reflection and curiosity to ensure purposeful interventions for children, young people and families.
	2. Use evidence based tools to monitor and review progression of cases and be alert to identified and new risks, ensuring that there is a timely response with no child, young person or family left unnoticed in the system.
7. **Emotionally intelligent practice supervision**
	1. Identify emotional barriers affecting practice and recognise when to step in and proactively support individuals. Reflect and adapt your leadership style according to need.
	2. Have an awareness of bureaucratic or hierarchical pressures and develop strategies to manage the causes of pressure in your staff and team.
8. **Performance management and improvement**
	1. Supporting staff to understand and work within legal, regulatory, procedural and performance frameworks through observations of practice, constructive feedback, recognising hard work and good practice, challenging complacency and holding poor practice to account.
	2. Effective allocation of work within the team making best use of resource, ability, interests and ambitions. Use data and other systems to observe and monitor good practice, establish patterns and trends, and respond with timely improvement plans where action is required

**The post holder is expected to:**

* Deputise for the Team Manager.
* Undertake other duties commensurate to the grade of the post.
* Ensure all the services within the area(s) of responsibility are provided in accordance with the Council's commitment to high quality service provision to users.
* To be committed to the Council’s core values of public service, quality, equality and empowerment and to demonstrate this commitment in the way they carry out their duties.

**ADDITIONAL EXPECTATIONS**

* To carry out their responsibilities/duties within the framework of the Challenging Inequality Strategy and the Fairer Together Framework
* Carry out their duties and responsibilities in accordance with the Council’s Health and Safety Policy and relevant Health and Safety legislation.
* Ensure that duties are undertaken with due regard and compliance with GDPR and other legislation.
* Adhere to the standards of conduct, performance and ethics of Social Work England

Our ambition

We're determined to make Islington more equal. To create a place where everyone, whatever their background, has the opportunity to reach their potential and enjoy a good quality of life.

We also have an ambitious goal – to be the best council in the country – with every employee clear about the part they play and inspired, focused and supported to give their very best.

We want to build an organisation where employees feel valued, inspired and empowered to help us achieve our goals and provide the best services possible to our residents.

Our values and behaviours

‘Be Islington’ is about setting a clear challenge about what it means to be an Islington employee and sets the standard for every new recruit.

We ask our employees to ‘Be Islington’ – playing their part in working together for a more equal borough and to always be collaborative, be ambitious, be resourceful, and be empowering (‘CARE’).

Our commitment to challenging inequality

We are committed to tackling inequality, racism and injustice and creating a more equal borough for all. In order to do this, we need to set the example by being a fair employer and creating a workplace environment which is free from discrimination, racism and inequality. Our approach needs to be proactive, consistently learning to create a more equal workplace and foster a culture which empowers all staff to challenge inequality.

Equality is at the heart of what we do. We want to celebrate and embrace our differences by:

* Ensuring our workforce is representative of the people we work on behalf of, our residents
* Creating equitable working environments and diverse teams
* Understanding our residents in order to design and deliver services that help tackle inequality and improve life chances for our residents
* Getting to know people and their differences
* Interpreting issues and concerns from a cultural perspective and address situations or problems from the points-of-view of multiple cultures.

Key responsibilities

**Leadership**

As a member of the council’s management team, to contribute proactively to the collective leadership for the council, working collaboratively with Members, services across the council, partners and stakeholders to deliver the council’s objectives and priorities.

To drive positive cultural change, embodying and promoting the values and behaviours of the council and empowering staff to reach their full potential. Ensure that the performance and development framework is effective for all staff.

To lead on and ensure the effective implementation of corporate initiatives and transformation programmes that cut across the whole or part of the council’s activities.

**Resources and Financial management**

Ensure effective Financial Management, cost controls and income maximisation in an ever changing environment, fluctuating demands and priorities. Ensure resources are well managed and effectively deployed to the best possible effects assuring value for money in all activities.

**Compliance**

Ensure legal, regulatory and policy compliance under GDPR, Health and Safety and in area of your specialism identifying opportunities and risks and escalating where appropriate.

Work style

As a front facing service, work will be divided between both being in the office and working from home. We value the ability to provide a flexible approach to both the service and the families we work with, whilst also supporting a healthy work life balance.

Person specification

You should demonstrate on your application form how you meet the criteria. Please ensure you address all the criteria as this will be used to assess your suitability for the post.

Assessment Guide

A = Application I = Interview T = Test

Essential criteria

**Qualifications**

#### Knowledge, experience, and skills

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| Point | Criteria description | Essential/Desirable |
| E1 | SWE recognised Social Work qualification and considerable post qualifying experience in a statutory social work setting. | Essential |
| E2 | Experience in supervising child and family Social Workers with a mixed-range of skills and experience. | Essential |
| E3 | To demonstrate the application of legislation and regulations that dictate the powers and duties of the local authority in safeguarding children in need of help and protection or who are looked after (e.g. child protection measures, pre-proceedings and Public Law Outline). | Essential |
| E4 | To demonstrate the application of legislation and regulations that dictate the powers and duties of the local authority in safeguarding children in need of help and protection or who are looked after (e.g. child protection measures, pre-proceedings and Public Law Outline). | Essential |
| E5 | Demonstrate evidence of developing a culture of learning focused on your staff’s expertise, strengths and developmental needs. Ability to Champion the Motivational Practice Model and facilitate its use with children, young people, families/carers, staff and the wider service. | Essential |
| E6 | Demonstrate an ability to maintain a safe, calm and well-ordered environment that is motivating, supportive and efficient. Facilitate reflective practice that pays attention to priorities and pressures and offers constructive and strengths based solutions with, children, young people, families/carers and partner agencies that keep children safe | Essential |
| E7 | Demonstrated evidence of using respectful authority and empathy to build relationships in which you exercise proportionate statutory powers to address risk and maximize the opportunity for children, young people and families/carers to make informed choices.Show evidence of inviting respectful challenge to develop logical plans of action. | Essential |
| E8 | Demonstrate ability to debate, discuss, reflect upon and test hypotheses to help make sense of the complexity of children, young people and families’ lived experiences. Make decisions that consider the child’s and young person’s voice for current and long-term outcomes, reviewing these in consultation with families and other professionals. | Essential |
| E9 | Demonstrate knowledge of research including indicators of risk and protective factors to children and young people and how you have used supervision processes to implement and monitor effectiveness of interventions | Essential |
| E10 | Ability to lead a small team providing reflective individual and group supervision that safeguards children and young people and helps to improve outcomes for them and their families | Essential |
| E11 | Experience of identifying the emotional barriers of supervisees which affect practice and show an ability to support them | Essential |
| E12 | To ensure all reports and plans are of high quality | Essential |
| E13 | Demonstrate ability to effectively allocate work and use practice data and other systems to monitor and improve practice in order to be accountable within legal, regulatory, procedural and performance frameworks. | Essential |
| E14 | To provide observation and feedback/coaching of direct practice to measure its quality alongside effective case management underpinned by theory and best evidence. Ensuring that child protection is prioritised. | Essential |
| E15 | To ensure all HR processes are fully complied with. | Essential |
| E16 | Deal with difficult situations including complaints and conflict between families and other professionals | Essential |
| E17 | Ensure the help provided is delivered is child- centred. | Essential |
| E18 | Ability to adhere to the Council’s Dignity for All policy. | Essential |
| E19 | This role requires registration and good standing with Social Work England and satisfactory enhanced clearance from the Disclosure and Barring Service (DBS). | Essential |
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## **Our accreditations**

 Our accreditations include Disability Confident Leader, The Mayor’s Good Work Standard, London Living Wage Employer, Stonewall Diversity Champion, and Employer with Heart.