

Job Description
Children's Residential Senior Manager
Education and Children's Services

Service:	Children's Services	Team:	Children's Residential Services
Location:	Various across Lancashire		
Salary range:	SCP 52 – SCP 57 £62,711 - £68,207	Grade:	13
Reports to:	Residential Senior Manager	Staff responsible for:	Registered Managers

Job Purpose

Working in a critical operational area the post will impact on the Council's corporate vision and reputation to maintain/increase public confidence. The post holder is a lead professional with pivotal involvement, working with the Head of Service to develop, implement and provide direction at a senior level to inform the operational strategy of the service area.

Responsibility for managing a cluster of specialist teams, ensuring that children, young people, carers and families receive first class specialist assessments and timely support to meet their needs, manage risks to children and maximise children's life chances.

Manage direct spend and staffing budgets maximising service provision but ensuring spend remains within allocated resources. Deliver inspection, contribute to serious case reviews, and plan outcomes for the continuous professional development of staff and improvement of the quality of services for which responsible.

The Senior Manager will support the delivery of effective support and services to children, young people and families in line with the vision for Children and Families in Lancashire developed by the Children and Families Partnership Board which states;

Children, young people and their families are safe, healthy and achieve their full potential

To deliver this vision we have agreed some key outcomes:

Five Outcomes

1. Vulnerable children and young people are safe from harm and build resilience.
2. Children and young people achieve their full potential in education, learning and future employment.
3. Children and young people enjoy healthy lifestyles and know how to help others.
4. Children, young people and families have a voice in shaping the support they receive.
5. Children and young people live in Lancashire where they can enjoy a good quality of life, be happy and want to stay.

Accountabilities/Responsibilities

Vision, Strategy and Performance

Responsible for:-

1. Ensuring delivery of Service Plan objectives for the specialist service area of responsibility and delivering results to meet the needs of the community or customer through effective leadership of people.
2. Developing and embedding a performance culture that delivers results through rigorous challenge, disciplined delivery, and continual improvement, ensuring that resources are targeted on business priorities and meeting customer needs.
3. Maintaining effective systems for monitoring, reviewing, and evaluating staff and own performance against the group's objectives. Take appropriate corrective action as necessary.
4. Supporting the Head of Service in the preparation of proposals for the strategic direction of the service function which supports the Council's overall future direction.
5. Being fully conversant with alterations to national, regional, and local influences, legislation, council procedures etc. and plan for consequent changes to services.
6. Providing leadership and direction to staff; setting out the service goals; conveying how they support the fundamental purpose of the council and energise staff towards their achievement incorporating the Council's values and behaviours.
7. Ensuring that the Council performs its duties and functions in fulfilment of its statutory obligations.
8. The managerial leadership of the group and its services and functions set within the Specialist Service.
9. Promoting managerial responsibility for cross-organisational group working, and across boundaries with other agencies and partners, to improve services and solve problems in a coherent and integrated manner.
10. Ensuring that relevant and best professional advice, guidance, and information is available in an intelligible and timely fashion to appropriate senior officers as required.
11. Sustaining and improving the overall reputation of the Council and acting in the best interests of Lancashire County Council through effective representations locally, regionally and/or nationally.

Effective Processes

Responsible for:-

1. Supporting the development of the Council's policies, processes, practices, and systems in respect of the service function, contributing to and ensuring that they are current, of a high standard, conform to best practice, comply with legislation and/or meet the needs of the Council within that service area.
2. Ensuring, within own group, that all Council policies, processes, practices, and systems, including those covering service delivery, resource and relationship management, are operated/implemented in accordance with Council requirements.

3. Reviewing, evaluating, and recommending the necessary action to amend service processes, practices and systems that lead to improved service delivery.
4. Reviewing as appropriate the effectiveness of other Council policies that impact on the delivery of services by the group and working with the corporate organisation for the overall improvement of services to the community.
5. Establishing mechanisms for the collection of a range of information and/or data on the service function and its performance, including its analysis, interpretation, processing, and presentation.
6. Writing reports, and making presentations when required for a wide audience, such as Council Members, Project Boards, Cabinet and Council Committees, Community Groups etc.
7. Ensuring that effective arrangements are in place to secure the well-being and the health & safety of all employees and people delivering services for the Council.

Organisation Learning, Growth and Sustainability

Responsible for:-

1. Ensuring that all group members keep abreast of the Council's changing legal obligations and mandates.
2. Using internal/external relationships to get feedback on effectiveness of services delivered, continuously re-evaluate these services and make recommendations for, or take action to, make appropriate changes.
3. Continuously reviewing and supporting the development of the strategies, policies, procedures, and processes relating to own professional area and group remit, taking into account the views of all stakeholders both internally and externally.
4. Provide positive leadership, acting with openness, honesty, and integrity, and instilling a clear sense of direction, priority and pace.
5. Leading people in an inclusive way to deliver strategic and operational objectives.
6. Ensuring workforce capacity and capability and for development activities to maintain the professionally safe delivery and viability of services.

Service Delivery

Responsible for:-

1. Ensuring delivery of Service Plan objectives for the team's areas of responsibility and delivering results to meet the needs of the service users through effective organisation of the team and monitoring of workflow.
2. Developing and embedding a performance culture within the team to ensure targets are met and poor performance is effectively managed.
3. Maintaining effective systems for monitoring, reviewing, and evaluating staff and own performance against the team's objectives within the Service. Take appropriate corrective action as necessary.
4. Visibly and actively supporting and promoting the corporate activities of the Council and the values and behaviours of the Council.
5. Being aware of changes to policy and procedures and plan for consequent changes to services.
6. Leading a process of continual improvement to contribute to improved life chances for children, young people, and their families.

7. Ensuring all staff are trained, supervised, developed, and supported to provide the best possible outcomes for children, families and carers, seeking help from more senior managers and corporate colleagues as appropriate.
8. Ensuring that the Council performs its duties and functions in fulfilment of its statutory obligation.

Management of staff

Responsible for:-

1. To ensure the team has in place appropriate systems and procedures to prioritise and manage demands on the service by allocating staff and resources appropriately, in accordance with social care assessed need and Education and Children's Services policies.
2. To monitor the team's performance with reference to local and key performance indicators for Children's social care services, producing performance and statistical reports as required.
3. Supporting the development of the Council's policies, processes, practices, and systems in respect of service functions, contributing to and ensuring that they are current, of a high standard, conform to best practice, comply with legislation and/or meet the needs of the service.
4. Authorising assessments, reports and care plans and taking responsibility for ensuring plans for children and carers are implemented in accordance with statutory and Council requirements.
5. Reviewing, evaluating, and recommending the necessary action to amend service processes, practices and systems that lead to improved service delivery.
6. Undertaking audits in line with the service's quality monitoring requirements.

Partnership and Collaborative Working

Responsible for:-

1. Engagement with children, young people, and families to ensure that their requirements are at the heart of the design and delivery of services in accordance with the Council's customer service strategy. Giving prompt attention to any complaints/concerns raised about the services/decision making of the team.
2. Building and promoting successful partnership working across agencies and with children and young people and their families, to deliver more cost effective and valued services. Ensuring that the needs of all stakeholders in Lancashire are met by modelling behaviour, which fosters equality of opportunity in service provision and employment.
3. Using internal/external relationships to get feedback on effectiveness of services delivered, continuously re-evaluate these services and make recommendations for, or take action to, make appropriate changes.

Key tasks and accountabilities are intended to be a guide to the range and level of work expected of the post-holder. This is not an exhaustive list of all tasks that may fall to the post-holder and employees will be expected to carry out such other reasonable duties which may be required from time to time.

- **Equal Opportunities**

We are committed to achieving equal opportunities in the way we deliver services to the community and in our employment arrangements. We expect all employees to understand and promote this policy in their work.

- **Health and Safety**

All employees have a responsibility for their own health and safety and that of others when carrying out their duties and must help us to apply our general statement of health and safety policy.

- **Customer Focused**

We put our customers' needs and expectations at the heart of all that we do. We expect our employees to have a full understanding of those needs and expectations so that we can provide high quality, appropriate services at all times.

Our Values

We expect all our employees to demonstrate and promote our values:

- **Supportive**

We are supportive of our customers and colleagues, recognising their contributions and making the best of their strengths to enable our communities to flourish.

- **Innovative**

We deliver the best services we possibly can, always looking for creative ways to do things better, putting the customer at the heart of our thinking, and being ambitious and focused on how we can deliver the best services now and in the future.

- **Respectful**

We treat colleagues, customers, and partners with respect, listening to their views, empathising, and valuing their diverse needs and perspectives, to be fair, open and honest in all that we do.

- **Collaborative**

We listen to, engage with, learn from and work with colleagues, partners, and customers to help achieve the best outcomes for everyone.



Person Specification
Operations Manager
Education and Children's Services

Ability, Skills and Experience specific to the functional team
<p>Specific to MASH</p> <ul style="list-style-type: none"> • Ability and skills to manage a front door to Children's Social Care. • Ability to ensure that all contacts into Children's Social Care are screened and assessed within time scales to a 'good' quality. • To ensure that children, young people and families receive the right support at the right time and our work is focused on the outcomes and positive impact we are achieving for them. • Ability to work as part of a multi-agency team and ensure a shared understanding of thresholds.
<p>Specific to Duty and Assessment</p> <ul style="list-style-type: none"> • Ability and skills to manage a social work duty and assessment team. • Ability to ensure that all assessments are completed within timescales to a 'good' quality. • To ensure that children, young people and families have access to a timely assessment. • Experience and skills to develop multi-disciplinary care plans focused on the outcomes and positive impact for children and young people. • Experience and skills to manage child protection investigations and assessments of risk/need. • Experience to manage, develop and be part of a social work duty and assessment team
<p>Specific to Family Safeguarding</p> <ul style="list-style-type: none"> • Ability and skills to manage a multi-disciplinary team of professionals from Children's Social Care, Health, Probation and Substance Misuse Services. • Ability to ensure that all assessments are completed within timescales to a 'good' quality. • To ensure that children, young people and families have access to a timely assessment. • Experience and skills to facilitate regular multi-disciplinary (group) supervision using the 'workbook' as a support tool. • Experience of managing case allocation to the social workers and also partner agencies. • Experience and skills to manage complex cases, including child protection investigations, preproceedings, proceedings and assessments of strength/risk/need to achieve positive outcomes.
<p>Specific to Complex/Contextual Safeguarding</p> <ul style="list-style-type: none"> • Ability and skills to manage a Complex/Contextual Safeguarding Team and ensuring evidence based approaches to working with and supporting young people who may be at risk of harm beyond their families. • Ability to ensure that all assessments are completed within timescales to a 'good' quality. • To ensure that children, young people and families have access to a timely assessment.

- Experience and skills to develop multi-disciplinary care plans focused on the outcomes and positive impact for children and young people.
- Experience and skills to manage complex cases, including child protection investigations, preproceedings, proceedings and assessments of strength/risk/need to achieve positive outcomes.

Specific to Children Looked After / Care Leavers

- Ability and skills to manage a Child Looked After team to ensure children and young people who are looked after and care leavers improve their health, emotional resilience and educational achievement and are protected from substance misuse and sexual exploitation.
- Skills and experience to manage and support stable relationships between the Child Looked After team and carers.
- Ability to ensure that all assessments are completed within timescales to a 'good' quality.
- To ensure that children, young people and families have access to a timely assessment.
- Experience and skills to develop multi-disciplinary care plans focused on the outcomes and positive impact for children and young people.
- Skills and experience to plan for appropriate placements, support young people to return to families, long term fostering, adoption and if/when appropriate prepare young people for adulthood and independence.

Specific to Fostering

- Ability and skills to manage a Fostering Team.
- Significant experience of complex safeguarding, care planning, statutory reviews and relevant panels.
- Skills and experience to be available for consultation on fostering matters for other service sections and to attend relevant networking meetings with other foster care service providers.

Specific to Adoption

- Ability and skills to manage an Adoption Team.
- Experience in the recruitment of adoptive parents.
- Experience and understanding of the Regional Adoption Agency (RAA)
- Skills and ability to shape the continuous development of our Adoption Services.

Specific to Children's Residential

- To undertake the role of the Responsible Individual
- To supervise the management and delivery of the Children's Residential Service and ensure regulatory requirements are met.
- An understanding of effective practice in responding to the needs of looked-after children, local authority care planning duties, and how children's homes are required to support these.
- To have the capacity, experience, and skills to supervise the management of each children's home they are Responsible Individual for, demonstrating the essential skills needed to develop the leadership and management of homes to ensure capacity and capability to meet the Children's Homes Quality Standards.

Requirements	Essential (E) or Desirable (D)	Identified by Application Form (A) or Interview (I)
Qualifications:		
Professional and/or academic level qualification or equivalent or substantial vocational experience in a relevant technical, scientific, specialised, or operational field	E	A
Management Qualification or significant management training	E	A/I
CQSW, DipSW, BA in Social Work or equivalent	E	A
A professionally qualified, registered Social Worker adhering to the Social Work England professional standards and able meet the Knowledge and Skills statements for child and family social work.	E	A
Experience:		
Significant lead professional, technical and/or specialist experience within a major operational area within the organisation	E	A, I
Minimum of 4 years of management or leadership experience in children's social care services.	E	A, I
A demonstrative record of delivering high quality services, advice and guidance	E	A, I
Service transformation within the relevant area of responsibility	E	A, I
Evidence of successful integrated working with colleagues across the service and agencies to promote the children and young people's best interests	E	A, I
Demonstrable commitment to diversity issues in both service provision and employment practices and evidenced achievement of positive outcomes	E	A, I
Experience of planning, commissioning and performance frameworks in a multidisciplinary and partnership environment.	E	A, I
Experience of working successfully at a supervisory/managerial level to develop a high performing social work team	E	A, I

Engaging, advising, guiding and directing managers and team members within the area of responsibility	E	A, I
Experience of inspiring and motivating teams to drive services forward, achieving high quality delivery and improved services	E	A, I
Ensuring delivering against agreed service plans and managing services in line with agreed budgets, targets and plans	E	A, I
Innovative and creative management of services within a diverse, changing and challenging financial environment	E	A, I
Significant risk management in complex cases/issues within a statutory child care setting.	D	A, I
Social work in statutory and safeguarding areas of service	D	A, I
Knowledge and Skills:		
Children Acts 1989 and 2004, Adoption and Children Act 2002, Leaving Care Act 2000, Children and Young Person's Act 2008	E	A, I
Knowledge of all associated Guidance regulations such as Family Justice Review, Public Law Outline and Single Assessments, as well as Working Together 2018, Assessment Framework, ICS and Looked After Children/care planning procedures.	E	A, I
A clear understanding and awareness of the government agendas as applied to children and young people's services and the ability to translate them into service requirements.	E	A, I
A good understanding of the relevant legal, political, operational, commercial and social aspects of a similar complex environment.	E	A, I
Ability to develop, motivate and challenge services/teams in a changing environment	E	A, I
Ability to quickly build credibility with managers, team members and stakeholders	E	A, I
Ability to contribute to the delivery of high quality services within challenging targets and budgets	E	A, I
Ability to develop strategy, new initiatives and new ways of working, in line with statutory/legislative/corporate changes	E	A, I

Ability to evaluate service delivery to inform and resolve service issues and/or improve services		
Other (including special requirements)		
1. Commitment to equality and diversity	E	I
2. Commitment to health and safety	E	I
3. Display the LCC values and behaviours at all times and actively promote them in others	E	I
4. This is an essential car user post. You will be required to provide a car for use in connection with the duties of this post and must be insured for business use. In certain circumstances, consideration may be given to applicants who as a consequence of a disability are unable to drive.	E	I

*Subject to job evaluation