

Job profile

Service and job specific context statement

Directorate:	Children and Young People's Service
Service:	Children & Families
Post title:	Group Manager Effective Practice and QA
Grade:	SM1
Responsible to:	Head of Effective Practice and QA, AD1
Staff managed:	Manage a team of specialist professionals
Date of issue:	January 2021
Job family:	SM - Senior Management

Job context

The post holder will operate in an environment of transformational change and innovation, be able to manage change in a time of financial constraints and provide clear leadership and management to enable staff to perform at their best.

The post holder will be responsible for leading on the development of quality practice and quality assurance across the Children and Families Service at an operational level across all team's, county wide. Within this, the post holder will be responsible for the Independent Reviewing Officers (IRO) and Service with a focus on quality practice and improving outcomes for children and their families. Supporting the Head of Service to drive improvements by ensuring that operational practice and procedures are embedded and provide well-informed and evidence based challenge to teams, demonstrate good practice and drive changes as and when identified by; quality assurance activity, complaints, national research finding and/or changes to legislation/policy, learning spaces, Rapid reviews and other relevant publications.

The role will be responsible for the management of the Independent reviewing team and have oversight of the quality of children care plans, and IRO activity, this will include collaborative working with the NYVCE team who gather all the feedback from children and their families, supporting proactive participation of both children and their families in all aspects of NYCC work.

The post holder will have a pivotal role in managing performance and quality across the county and responsibility for negotiating and directing staff resources to manage appropriate demand and supply.

They will play a key role in quality assurance including complex court material and they will ensure the effective use of thresholds to services.

There are 6 key skills required for all senior managers:

- people management
- transformational change and innovation
- project management
- partnership working
- financial management
- personal development

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The post holder must have a commitment to shared values and the common purpose of developing a culture of interagency working; including statutory bodies, third and private sector organisations.

Services to specific clients will be subject to individual requirements reflecting the different needs of different organisations.

There is a requirement to play a significant part in ensuring the Council successfully delivers the high profile Partners in Practice programme in order to maintain the reputation of the Council as a high performing and a rich source of innovative thinking and purposeful action.

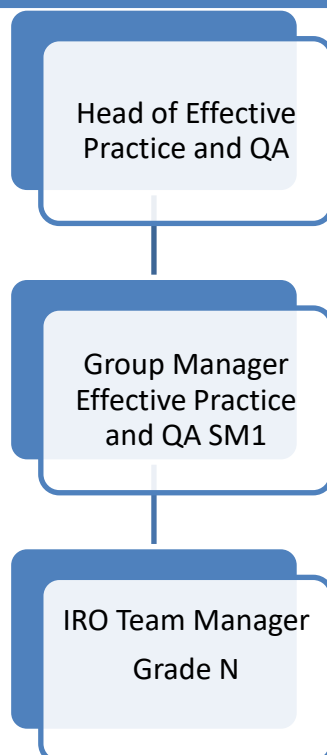
The post holder will ensure that strategic visions are translated into local plans in collaboration with professionals, partners and service users.

The post holder will ensure that teams within the service area deliver services to the appropriate standards in terms of performance and budget. They will monitor and review performance and develop strategy in constructive partnership with other agencies and key stakeholders.

They will be a key member Senior Management Team for Children & Families.

An Enhanced DBS check is required.

Structure



Job Description

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Job purpose	The core focus of this job is to manage the performance, direction, and strategic development of a functional service area within Children & Families Service, and for the planning and implementation of service changes and improvements over the medium to long term.
Strategic management	<ul style="list-style-type: none"> • Support the Heads of Effective Practice and QA in delivering transformational change and delivering innovative solutions to service delivery and development. • Lead the development of the service's business plan and contribute to the wider annual planning process in line with key performance objectives and priorities. • Contribute to Directorate and cross-Directorate strategy and policy development. • Take lead responsibility for planning, implementing and evaluating a number of service development and quality assurance improvement initiatives. • Contribute to the CYPP and C&F Plan; provide leadership to staff; ensure delivery of high quality, effective services to children and families that respect and are responsive to their needs; with particular focus on the Independent Reviewing Officers
Operational management	<ul style="list-style-type: none"> • Ensure delivery of the functional service area in accordance with current legislative requirements, all relevant policies and procedures and to agreed performance targets. • Provide effective and motivational leadership to managers and staff in the service area. • Ensure key professional decisions are made according to the highest standards, using an evidence base. • Provide appropriate challenge to the decisions of other managers. • Manage transition points to ensure service areas work in a joined up way. • Manage performance and quality assurance activity and ensure value for money across service provision, act on inadequate performance as appropriate. • Set and deliver on high service standards. • Improve timeliness of performance across key areas.
Communications	<ul style="list-style-type: none"> • Influence and persuade diverse stakeholder groups (internal and external) in order to build continuous commitment to service development and performance. • Prepare and deliver specialist reports which analyse, evaluate service delivery and performance, as well as making recommendations for change. • Communicate aims, objectives and vision to employees, internal and external stakeholders to create dependencies to ensure on going service and performance improvement. • Inform and analyse national policy developments and communicate implications to senior and operational managers. • Promote the work of the Children & Families Service across local, regional and national forums, including media outlets, to ensure the development of public confidence in the service. • Deliver presentations and facilitate workshops both internally and externally in order to develop effective service delivery and stakeholder relationships. • Undertake complex and contentious negotiations with partners and commissioned services in order to ensure delivery of required outcomes and benefits. • Influence others both internally and externally to adopt policies and courses of action to gain buy-in to changes and improvements in order to achieve required outcomes.

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Partnership / corporate working	<ul style="list-style-type: none"> • Develop and maintain good internal and external working relationships with partner organisations around safeguarding, LAC and Children in Need. • Understand and promote your role in sustaining good relationships across agencies. • Actively promote improved participation of children and families in all aspects of NYCC work • Support other agencies in understanding and complying with their responsibilities regarding safeguarding. • Lead on or contribute to project work within the Service and/ or across the wider organisation or with partners.
Resource management	<ul style="list-style-type: none"> • Lead and manage team managers/IRO's including responsibility for their recruitment, development, appraisal, attendance management, grievance/discipline/capability issues etc. Support and challenge team managers with particularly complex cases and situations. • Be accountable for service delivery outcomes in your area of responsibility. • Chair panels regarding complex staff issues. • Manage service budgets effectively and guide team managers in resolving any budgetary difficulties to ensure services are delivered within financial targets. • Drive continuous performance improvement.
Performance Management	<ul style="list-style-type: none"> • Assist and support senior managers /colleagues with the collation of data in order to track performance against agreed indicators and outcomes, identifying patterns and trends and solutions. • Ensure that all performance reporting is timely and accurate to enable strategic and operational managers to make informed decisions. • Ensure that Strategic plans are reflected in operational service delivery. • Ensure that operational delivery plans are effectively monitored and tracked with adherence to formal reporting mechanisms to ensure delivery within timescale. • Contribute to the effectiveness of improvement activity by participating in consultation activity around performance to ensure stakeholder views are reflected in performance improvement activity. • Ensure performance data relating to safeguarding activity is routinely collected and analysed.
Systems and information	<ul style="list-style-type: none"> • Ensure systems, policies and procedures are in place to ensure children participate fully in services for early help, LAC, Child Protection and Children in Need. • Ensure systems, policies and procedures are in place to fully involve families in planning and decision making around early help, LAC, Child Protection and Children in Need. • Ensure the engagement of children and families is evaluated and used to improve practice. • Investigate and respond to complaints from service users/relatives/carers and other agencies etc. • Ensure service information is shared with relevant other agencies and key stakeholders to ensure access to services is smooth and effective. • Refer issues of poor practice, issues of media interest and any other issues that require reporting to appropriate senior managers. • Share information and ensure good practice is in place regarding confidentiality and data protection. • Ensure performance monitoring information is routinely available to Team Managers and others as appropriate.

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	<ul style="list-style-type: none"> Understand the importance of sharing information, how it can help and the dangers of not doing so.
Child & Young Person Development	<ul style="list-style-type: none"> Ensure service policies and procedures support the development of young people. Ensure Children & Families' priorities and service objectives are in line with the Children and Young People's Plan. Understand the systems for obtaining support and reporting concerns. Manage the process of transition in a timely way and help the child or young person reach a positive outcome. Understand your own role and its limits and the importance of providing care or support.
Safeguarding	<ul style="list-style-type: none"> Be responsible for promoting and safeguarding the welfare of children and young people that you are responsible for and come into contact with. Understand systems in place to protect children and your role in their effectiveness. Involve children and young people as appropriate when taking action that affects them. Be responsible for ensuring that team managers are accountable for the delivery of service performance. Ensure Government guidance and legislation are interpreted appropriately and are adhered to in a manner consistent with best practice Monitor and evaluate service outcomes in relation to safeguarding children. Monitor and evaluate case files and decision making to ensure standards and high quality provision. Ensure appropriate standards are in place in anticipation of inspections and other quality assurance exercises.

Person Specification

Essential upon appointment	Desirable on appointment
Knowledge <ul style="list-style-type: none"> Extensive knowledge and fundamental understanding of current research and good practice standards in relation to children & families at a local and national level. Extensive knowledge of the legal framework for working with children & families Awareness of current national developments for children and families 	
Experience <ul style="list-style-type: none"> Extensive post qualifying experience within a relevant professional field. Extensive case management experience of cases with complex, professional and ethical issues including child protection, court proceedings, case conferences and other formal processes. Substantial experience as a manager in Children Services. Extensive experience of people management including managing recruitment, discipline and grievance processes and performance management. Extensive experience of budget management including budget planning, expenditure control, and identifying savings. 	<ul style="list-style-type: none"> Experience of service wide people and budget management Experience of working with Directors and Members

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<ul style="list-style-type: none"> • Substantial experience of intra and inter-agency work at senior manager level. Able to demonstrate examples of making a practical difference. • Experience of service and/or policy planning and development • Experience of successfully planning for and contributing to OFSTED inspection processes. 	
Occupational Skills <ul style="list-style-type: none"> • Ability to champion change and to support services during periods of change and development, minimising the impact on staff morale and maximising the positive outcome. • Ability to monitor services and practices to ensure agreed standards are maintained and intervene constructively where necessary. • Excellent communication skills, verbal & written, including the ability to use different methods according to service users' and professionals' differing needs. Good negotiation and report writing skills. • Good political skills and ability to operate effectively and promote services for children and young people in a political environment • Ability to plan and develop new ways of working, including integration with other key agencies. • High level leadership skills and the ability to promote the organisation's policy and objectives. • Strategic thinking. • Good level of IT literacy, sufficient to manipulate documents and spreadsheets and to interrogate case recording systems 	<p>Evidence of post qualifying training eg. PQCCA, PE1And /or2</p>
Professional Qualifications/Training/Registrations required by law, and/or essential for the performance of the role <ul style="list-style-type: none"> • Fully qualified, accredited social work professional status (CQSW, DipSW, CSS, PQCCA) • Current registration with SWE • Degree level qualification in relevant area • Management qualification 	<ul style="list-style-type: none"> • Advanced or Post-Qualifying professional training
Other Requirements <ul style="list-style-type: none"> • Ability to travel across the County • Ability to attend meetings outside of normal business hours 	
Behaviours	Link

NB – Assessment criteria for recruitment will be notified separately.

Optional - Statement for recruitment purposes: You should use this information to make the best of your application by identifying some specific pieces of work you may have undertaken in any of these areas. You will be tested in some or all of the skill specific areas over the course of the selection process.