

Draft Role Profile

Part A - Grade & Structure Information

Job Family Code	13SW	Role Title	Service Manager Fostering
Grade	PS13	Reports to (role title)	Assistant Director Quadrant
		Directorate	Children, Families, Learning & Communities
JE Band	614-734	Service	Children's Service
		Team	Family Resilience
		Date Role Profile was created	22/10/2018

Part B - Job Family Description

The below profile describes the general nature of work performed at this level as set out in the job family. It is not intended to be a detailed list of all duties and responsibilities which may be required. The role will be further defined by annual objectives, which will be developed with the role holder. The Council reserves the right to review and amend the job families on a regular basis.

Role Purpose including key outputs	<p>Direct, monitor and coordinate fostering services, including family and friends and Special Guardians, in a geographical area in Children's services ensuring that an integrated and evidence based approach delivers improved outcomes for children, young people and families.</p> <p>Lead and manage through Team Managers the fostering locality teams to secure placement stability for Looked After Children, promote permanency and ensure all children have the best possible placement or resource that supports them to live within a family setting. Ensure that the fostering placements are used efficiently to maximum occupancy to keep children in inhouse placements.</p> <p>Develop and implement the Mockingbird approach to enhance support and retain good quality foster carers, and promote stability for children.</p> <p>Liaise with the Looked After Children teams, colleague Service Managers and key partners, working innovatively to improve the quality of the fostering service. Develop and enhance the supply of high quality foster placements in Surrey and ensure foster carers are supported to fulfil their role to care for children to reach their full potential.</p> <p>Develop and maintain a performance culture in their area of responsibility, taking account of national and local requirements and taking specific responsibility for performance targets for agreed indicators and effective complaints management.</p> <p>Quality assure the work undertaken in their service area systematically tracking and analysing information to improve service performance, learning from good practice and challenging poor practice.</p> <p>Ensure that high quality supervision and development support for staff takes place in accordance with Surrey CC policies in their service area to improve outcomes for children, young people and families and staff retention.</p> <p>Ensure the views, feelings and wishes of children, young people and their parents /carers are ascertained and used to appropriately inform the development and performance of services.</p> <p>Lead and participate in multi-agency groups to improve outcomes and services for children, young people and families</p>
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Work Context	<p>Children's Services ensure that children with needs are identified early, that they and their families are offered help at the earliest opportunity, and that the majority of children's needs will be met without statutory intervention. Where statutory intervention is necessary children and their families journey from statutory services as soon as their needs have been met to live safely with their birth family. High quality support is provided to parents and families to make it more likely for children to be able to live with their birth family. If children cannot be cherished in birth families, they will be placed with permanent alternative families wherever possible.</p> <p>Service Managers instil in all of their services an ethos of personal accountability in providing high quality services and improving the lives of children and young people. They forge positive and beneficial relationships with partners (such as parents/carers, foster carers, schools, health services, police, voluntary organisations and districts and boroughs) to ensure the integrated delivery of services and work innovatively to create efficiencies of scale and pool resources in order to maximise the use of public funds.</p> <p>In most situations, the Service Manager delegates front-line operational management to Team Managers. The Service Manager supports Assistant Directors and Directors in implementing their portfolio of responsibilities by leading on project work and deputising for the Assistant Director where required.</p>
Line management responsibility if applicable	<p>Directly responsible for up to 6 Team Managers, and will have overall responsibility for a medium sized team.</p>
Budget responsibility if applicable	<p>Responsible for staffing budget of c £1m and a service budget: c£500,000.</p>
Representative Accountabilities Typical accountabilities in roles at this level in this job family	<p>Risk Management</p> <ul style="list-style-type: none"> • Manage risk in relation to service delivery ensuring safeguarding issues are addressed, and contribute to the corporate risk management framework. <p>Service Development</p> <ul style="list-style-type: none"> • Evaluate existing service provision taking account of feedback and broader external developments, to ensure innovative solutions are proposed to maximise service quality, efficiency and continuity. • Drive change and embed new ways of working to ensure high quality service delivery and value for money. <p>Planning & Organising</p> <ul style="list-style-type: none"> • Develop and ensure implementation of operational and service plans and policies, and play a key role in long term plans to develop and implement new initiatives and operational systems. • Assist in the production of service plans, including the setting, monitoring and evaluation of service targets. <p>Finance/Resource Management</p> <ul style="list-style-type: none"> • Plan, control and monitor allocation and use of allocated budget/resources/funding effectively to ensure maximum value is delivered. • May have indirect influence on significant commissioning budgets

	<p>may have indirect influence on significant commissioning budgets.</p> <p>Work with others</p> <ul style="list-style-type: none">• Liaise internally and externally to ensure the department/service issues are appropriately represented and acted upon to enhance service delivery.• Work with a range of agencies and partners to develop services in line with government policies, and to promote and coordinate initiatives. <p>People Management</p> <ul style="list-style-type: none">• Manage the service delivery of teams and units and ensure all cases, including complex and high risk are progressed in line with quality, national and legislative standards.• Lead, motivate and develop individuals using a coaching approach, to better meet current and future requirements. <p>Duties For All</p> <p>Values: To uphold the values and behaviours of the organisation.</p> <p>Equality & Diversity: To work inclusively, with a diverse range of stakeholders and promote equality of opportunity.</p> <p>Health, safety and welfare: To maintain high standards of Health, Safety and Welfare at work and take reasonable care for the health and safety of themselves and others.</p>
Education, Knowledge, Skills & Abilities, Experience and Personal Characteristics	<ul style="list-style-type: none">• Relevant professional qualification and registration where required plus substantial experience at a senior management level in specialist area.• Extensive, sophisticated and up to date working knowledge of relevant national and local policy, statutory guidance and legislation in relation to the provision of Health and Social Care services.• Comprehensive knowledge and awareness of broader contextual factors affecting national service delivery.• Ability to exercise a significant degree of critical and constructive thinking and demonstrate evaluative judgement.• Extensive knowledge of the concepts of change management, project management and continuous improvement, and their practical application.• Proven ability to manage budgets and available resources to deliver effective support to their area of responsibility.• Excellent written and oral communication and interpersonal skills with high level negotiation and influencing skills, and the ability to build effective relationships with colleagues and a range of external partners.• High level problem solving and analytical skills with the capacity to devise and implement innovative solutions for strategic change.• Proven ability to assess risks and benefits and respond appropriately.• Clear evidence of political acumen.• Wide experience in successful leading, motivating, coaching, mentoring and developing staff.• Expert specialist knowledge consistent with the role.

Details of the specific qualifications and/or experience if required for the role in line with the above description	<ul style="list-style-type: none">• Professional social work qualification, CQSW or Diploma in Social Work (DipSW), or other relevant qualification recognised by the HCPC.• Registered or in process of registering with the HCPC.• Substantial experience in assessing the needs of, and undertaking direct work with children and young people, together with a track record at Team Manager level of improving children and young people's lives.• Wide ranging experience of working with parents, families, carers and networks to achieve optimal outcomes for children and young people.• Able to demonstrate understanding of the needs of children/young people in their specialist area with the ability to work with the Assistant Director and Directors, partners and other parties to develop and implement plans and actions that ensure improvement.• Ability to evidence skills in purposeful high quality supervision that has impacted on improved outcomes for children, young people and families and staff retention.• Satisfactory DBS clearance is required.• Willing and able to travel around the county to meet the demands of the role, to work from different sites, and work evenings and weekends if required in line with service needs.
Role Summary	<p>Roles at this level plan, organise and manage large and complex teams or specific service areas, and/or provide day to day operational management for a specified geographical area or service. Their work usually includes policy development, developing and implementing operational plans and helping to develop and deliver strategy. Planning takes place over a longer period (year or more). They will require a full understanding of a professional or specialised field and will work with those both inside and outside the organisation, to influence the development of services or delivery of specific projects or council objectives. Roles at this level require extensive management experience and high level expertise. They exercise a significant degree of flexibility and independence for decision making within their particular functional area, working to broad parameters and policy guidance.</p>

