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|  | | | | JOB DESCRIPTION | | | Form JD1 |
| JOB TITLE: Practice Manager | | | | | **POST NUMBER:** | | |
| REPORTS TO (Job Title): | | | | | Service Manager/ Group Manager | | |
| DEPARTMENT: CSES | | | | | GRADE: 10 | | |
| JE REF: | | | 2290 A03822 | | PANEL DATE: | 05/07/2016 | |
| **1.** | **MAIN PURPOSE OF JOB**  To co-ordinate, manage and support a team of practitioners (CIN, Social Workers, other support roles) within Children’s Social Care The primary focus of the role is that of operational team management, providing management, supervision, support and guidance to workers.  The post holder will be accountable for those cases held by team members and for other work for which they are responsible.  The post holder will ensure that children and families, often with complex and intensive needs, receive appropriate services. The team will not primary case hold children who are subject to CP plans or subject to public proceedings.  **Context**  The post holder will operate in an environment of transformational change, innovation, and financial constraints. They must be able to manage change in such an environment and have the confidence to promote the voice of the child in both the delivery and development of services. They will be key to ensuring that strategic visions are translated into service provision. | | | | | | |
| **2.** | **CORE RESPONSIBILITIES, TASKS & DUTIES:** | | | | | | |
|  | i | To co-ordinate and manage the resources of a team of workers to ensure:   1. that there is an effective service response, in line with agreed eligibility criteria and established service priorities; 2. that packages of care and support are designed and implemented in partnership with families and individual children / young people; 3. that the welfare of children and young people in need is safeguarded and promoted, as consistent with their best interests. | | | | | |
|  | ii | To ensure that systems and processes are in place to ensure :   1. there is an effective, efficient and proportionate response to referrals to the team; 2. Where a need has been assessed a plan to address those needs is established; 3. all interventions are adequately planned, recorded and subject to regular review and in line with case recording standards. | | | | | |
|  | iii | To provide management to those staff within the team and to establish and maintain effective arrangements for support and regular professional supervision to ensure that those staff are:   * clear about what is expected of them; * kept informed about their performance; * enabled to acquire and develop necessary skills through regular professional supervision at an appropriate level and through a formal annual appraisal, leading to a personal development plan. | | | | | |
|  | iv | To contribute to the development of the work of the team in line with the overall policies of the Children’s Social Care, maximising the contribution of other Council Departments, and other statutory and voluntary sector service providers as appropriate, including action to co-ordinate support services to individual families and involvement in inter-agency, multi-disciplinary initiatives. | | | | | |
|  | v | To assist the Service/ Group Manager to build and maintain effective relationships with partner agencies, on behalf of customers including liaising with other agencies and organisations as agreed with the Service Manager. | | | | | |
|  | vi | To contribute to the overall planning and development of the services within the Children’s Social Care in response to statutory developments and clients’ wishes through feedback on service provision. | | | | | |
|  | ix | To be accountable for the quality assurance of work carried out within the team and for own work. To assist the Service Manager/ Group Manager in managing the performance of the team against established measurable standards, including local and national indicators and performance targets. | | | | | |
|  | xi | To account for all financial transactions in the provision of services, identifying the need, seeking authority for funding and ensuring services are provided and accounts are paid within 30 days of receipt in accordance with Council policy. | | | | | |
|  | xii | To maintain appropriate and timely records of cases, plans and actions taken in line with the department’s Client Access to Files Policy. | | | | | |
|  | xiii | To comply with all the requirements of community care legislation, national and Council policy, procedures and processes and professional standards. | | | | | |
| **3.** | **SUPERVISION / MANAGEMENT OF PEOPLE**  No. reporting:  Direct: between 6 and 9  Indirect: 10-18  The practice manager will provide full line management to their direct reports. None of the cases primarily held within this service will be child protection or children in the care of the LA. | | | | | | |
| **4.** | **CREATIVITY & INNOVATION**   * A high level of creativity and innovation is required in providing a user-centred service, exploring different ways of meeting complex, individual needs against eligibility criteria and tailoring care plans. * Creativity is necessary in supervising the assessment of individual needs and translating these into a child’s plan, determining what services are available and needed and how best to make the plan work. * The post holder needs to review established processes continually to meet the needs of children and young people, assessing risk and ensuring efficient service provision and improvement. * Innovative approaches are frequently required to establish meaningful communication with the service users to achieve a degree of partnership where there is conflict between the service users and the department,. * Problems are unique, complex and unremitting, dealing with vulnerable people, and it is not appropriate to apply generic responses. The jobholder must find innovative solutions which meet the needs of service users using their professional social work skill, judgement and knowledge of Children’s and other relevant legislation. * The post holder manages the allocation of work within the team. * The post holder has to explore different means of overcoming distrust in establishing meaningful relationships with service users. | | | | | | |
| **5.** | **CONTACTS & RELATIONSHIPS**  **Internal**   * Regular contact with a range of managers (including Group and Service Managers) and practitioners in CSC and staff in other Council directorates about care issues and to access relevant services, e.g. children centres, Adult Services, Mental Health Services, schools and the Youth Offenders Team. The jobholder has contact with the Legal Services Department on matters of child protection, grandparental access and disclosure of confidential information.   **External**   * Engagement with strategic partners, including contact with health professionals.. | | | | | | |
| **6.** | **DECISIONS – discretion & consequences**   * Plans and prioritises own workload against the department’s and own work plan. Needs to respond rapidly to service users requiring urgent attention, analysing the problem and exploring options and solutions. * The post holder needs to be able to exercise professional judgement in assessing individual need against eligibility criteria, determining risk and producing, implementing and monitoring child centred plans * The professional support provided by the Practice Manager is critical to the well being of the staff group, and its customers and if done well enhances the reputation of the Council as a service provider. It facilitates communication at all levels, improving relationships within families, furnishes new life opportunities, enabling service users to have a better life and to contribute more fully to the community. * Inappropriate support and advice could lead to claims and consequential financial and reputation risk for the Council. | | | | | | |
| **7.** | **RESOURCES – financial & equipment**  *(Not budget, and not including desktop equipment.)*  Description Value  Normal office equipment.   * + Mobile £100 * Pool car. | | | | | | |
| **8.** | **WORK ENVIRONMENT – work demands, physical demands, working conditions & work context** Work demands  * The post holder’s work is subject to constant review and he/she has to deal with conflicting demands, changing deadlines and requirements. * Supervisory responsibility with respect to Social Work and other staff and their complex caseloads. * This post is not physically demanding, but can be very demanding psychologically.  Physical demands  * Normal office environment. * Considerable time spent working on a PC.  Working conditions  * Normal office environment. * Sometimes the post holder will have to work out of hours, either attending a meeting or dealing with an urgent referral to bring it to a safe handover point.  Work context  * Normal office environment. * Dealing with vulnerable people in distress with the potential for verbal abuse and physical threats. * Due to the sensitive nature of the work and the stressful situations facing families worked with, the post holder may be exposed to verbal aggression; either on the telephone or in person and the worker needs to be skilled in de-escalating volatile situations. On occasion this could include the potential for physical threats.   The worker will gather information on a daily basis that may be of a distressing nature for example, relating to abuse of vulnerable children and serious health issues faced by some children. | | | | | | |
| **9.** | **KNOWLEDGE & SKILLS**   * The post holder must have a final level professional qualification in social work, e.g. C.Q.S.W., C.S.S., Diploma in Social Work (DipSW) and be HCPC registered. * Three years post qualification experience, including experience of staff or student supervision. * Direct, relevant experience of providing services to children and their families within the framework of the Children Act 1989. * Sound working knowledge of the underlying philosophy and main provisions of the Children Act 1989 and the associated volumes of operational guidance. * Demonstrable evidence of effective practice experience in cases involving the resolution of complex legal and professional issues affecting the welfare of children and young people, including the protection work, legal proceedings and children being looked after. * Good knowledge and understanding of the Council’s and the department’s policies, procedures and practices. * Must be able to analyse information and make sound, rational decisions. * Sound oral and written communication skills, with an ability to present information in report form. * Influencing and negotiating skills are required when dealing with children, young people, carers and service providers. * Team working ability, good time management and organisational skills. * Ability to defuse hostile situations. * Experience of cases involving the resolution of complex professional and legal issues affecting the care of children and young people in relation to the courts, case conferences and other formal processes. * Experience of cross agency practice with others involved in the care of children and young people, e.g. acute/ community health services, the police, schools and colleges.   **Ability to converse and provide advice and guidance to members of the public, in spoken English, to Common European Framework of Reference for Languages (CEFR) - level C1** - Effective operational proficiency or advanced - Can express him/herself fluently and spontaneously, almost effortlessly. Only a conceptually difficult subject can hinder a natural, smooth flow of language.  This post requires the post holder to undertake an enhanced – child workforce (with barred list check) criminal record check via the Disclosure and Barring Service. | | | | | | |
| **10.** | **POSITION OF JOB IN ORGANISATION STRUCTURE**  Job reports to: Service Manager/ Group Manager  **Practice Manager**  Jobs reporting up to this one:   1. To include: Social workers 2. CIN practitioners 3. Other support roles | | | | | | |