

Team Manager

Department: Children, Young People, Education and Skills

Division: Children's Services

Reports to: Head of Children's Services

Job purpose

The post holder manages the day to day provision, including policy formulation and implementation, and the development and provision of services, staffing and budgetary controls, of an effective assessment and care planning process that includes child protection.

The post holder will carry out the day-to-day management of a team of qualified social workers, senior practitioners and family support workers and administrative personnel.

As a member of the Extended Children's Services Management Team they contribute to and drive the development and implementation of policy and strategy for social care services overall whilst upholding professional standards in the Service.

To ensure the Minister's statutory duties and responsibilities are discharged to children who are looked after, children in need of statutory services and those that are vulnerable and at risk.

Job specific outcomes

To ensure the professional standard of social work practice is discharged to children looked after, in need, at risk or vulnerable. .

To identify changing needs, project future demands, and plan service responses accordingly. Advise and assist the Head of Service in relation to all relevant issues affecting the delivery of social work services to vulnerable individuals, their families and carers, and to keep abreast of national developments in their area of expertise.

To provide a professional lead and oversight to all staff to ensure robust assessment, care planning and review of service users' needs on a day to day basis. Develop strategies and staff guidance to ensure high standards of practice and care for children, young people, their families and carers.

To appraise and monitor the performance of the team, which includes senior practitioners, social workers, family support workers and administrative personnel in order to achieve optimum outcomes for service users. To deliver the service to families within defined and agreed budgets. Identify individual staff training and development needs as well as developing an annual team business and training plan in line with CYPES and Jersey Government strategic plans.

To embed policies, procedures and professional practices in line with statutory requirements to ensure that all staff are aware of their individual responsibilities in line with the Health and Care Professions Council (HCPC) code of practice. Directly arrange, manage and contribute to practice development and training courses and enhance best practice and skills development in all staff.

To provide a first line response to all complaints, data protection and subject access enquiries whilst ensuring appropriate advice and guidance is obtained from lead officers, legal advisers, information governance or appropriate senior colleagues, where necessary.

To control quality and levels of service in line with Key Performance Indicators and coordinate the collection of statistical data in order to contribute to service developments and the strategic and business planning process.

To directly supervise senior practitioners and social workers and provide general professional supervision and support to the team with particular regard to:

- Service delivery in line with legislation regulation and policy.
- Professional practice and standards including individual casework and robust risk assessment.
- Effective identification and assessment of need of children, young people and their families.
- Gathering and analysing information from partner agencies and in particular identifying those cases where urgent action is required to safeguard vulnerable individuals and/or their families.
- Formulation and implementation of comprehensive, individualised care and support plans.
- Multidisciplinary involvement in the planning and delivery of services to children and families.
- Regular monitoring and review of case progress and planning.
- Ensuring adherence to agreed response and intervention timescales.
- Managing crisis situations where immediate statutory action is required.
- The quality assurance of professional reports such as Court Reports, Family Assessments, Fostering and Connected Person Assessments, Child Permanence Reports, Adoption Assessments, Matching for Adoption Reports etc. and to ensure that these reports meet the high standards required for the Courts and the Fostering and Adoption Panels.
- Effective finance and resource allocation.

To develop and maintain an effective communication network, liaising with and involving people who use our services, their carers, appropriate professionals and professional groups. Ensuring that they are aware of the relevant referral procedures and the range of services and resources available. To develop and manage effective joint working protocols across agency and professional boundaries thus ensuring multi-agency comprehensive assessment, planning and review.

To provide reports as required on behalf of the service and to members of the Senior Management Team

To take the lead in providing specialist advice on their particular area of expertise to senior managers and relevant multi-disciplinary teams and organisations.

To participate in meetings and other forums, such as court proceedings, as appropriate to support staff and on behalf of the Minister.

To participate in standby and on call arrangements as required.

To work to the exigencies of the Service.

Statutory responsibilities

Active engagement, participation and compliance with any other statutory responsibilities applicable to the role, as amended from time to time.

Organisational structure



Person Specification

Specific to the role

The Team Manager role requires the post holder to have the ability to communicate effectively with a range of stakeholders including other Government Departments, voluntary organisations and private sector providers. The post holder needs to have the ability to communicate with clients, for example children, young people their families or carers, some of whom may have communication, psychological or behavioural difficulties or disabilities which make the forming of effective and open relationships challenging.

The Team Manager has a key role in Children's Services, in supervising senior practitioners, social workers and support staff whilst managing the overall running of the service. They have significant expertise in their own specialist area and act as experts within their team, for the senior management team and across the service and external agencies on those particular issues.

The Team Manager will have case management responsibility for service users/stake holders such as children subject to child protection plans, children who are looked after, care leavers, those with disabilities and complex needs, foster carers, adopters and various other groups at different stages in the process of Children's Services contact and/or intervention.

The Team Manager is required to build and sustain highly effective relationships and networks with internal and external stakeholders, organisations, fostering and adoption panels, agencies that enable improvement of services and programmes across organisational and professional boundaries.

The Team Manager performs their role in a complex multi-disciplinary, multi-agency context often managing high levels of individual and organisational risk. It is essential that they have a detailed knowledge of the broad range of professional resources they may need to call on, and that they maintain healthy relationships with senior managers within these services in order that they can be effective in advocating for their own service and ensuring that appropriate resources are engaged to deliver the required outcomes for children, their families, carers and the service. Individuals and agencies which form an essential part of the team manager's network include representative organisations advocating on behalf of particular client groups, advocacy workers and service providers in the independent and private sectors.

Part of the Team Manager's role is to ensure the appropriate use of statutory powers and therefore they play a lead role in ensuring that in the civil court arena, communication with legal advisors, the preparation of evidence and highly complex court reports, and the provision of information is managed in a highly professional, effective and timely manner.

The Team Manager will be required to participate in various legal settings and may be required to give evidence in court proceedings on behalf of the Minister.

Core Accountabilities, Attributes and Behaviour Indicators

Each Team Manager has responsibility for a range of service users and/or specialist areas such as child protection, child in need, cases in legal proceedings, children who are looked after, leaving care, children with complex needs, fostering and adoption.

The Team Manager is responsible for compiling the annual team business and training plans in line with identified needs and service and strategic priorities. Patterns and priorities of work are set through annual performance review and the development of training and work plans which become part of the specific team plan. Team plans are agreed with Head of Service and Directorate Managers at the beginning of each year and are monitored on a regular basis through Business Planning Days, Management Team Meetings and Performance Meetings.

The Team Manager is directly responsible for the supervision of senior practitioners and social workers in their teams. They are responsible for the development, training and performance of the team's Senior Practitioners, Social Workers, Newly Qualified Social Workers and other support staff. Depending on the specific role of the team this can vary from 8 to 13 staff. The Team Manager is accountable for ensuring that case direction given to senior practitioners and social workers during the formal supervisory process is clearly noted and recorded on the individual electronic records of the service user.

The Team Manager has responsibility for quality assuring the work of the team, has a lead role in managing performance and is responsible for reporting and reviewing performance.

As well as being responsible for the day to day management of their own workload, the team manager has responsibility for ensuring that the staff they have responsibility for prioritise their own daily activities. In line with agreed policies and procedures, they ensure that activities outlined in the team business plan and actions that have been agreed through the formal supervisory and appraisal process are completed. On a daily basis the team manager takes into account any service developments which are notified to them which indicate changes in circumstances that might suggest the need for directing and/or undertaking appropriate interventions to ensure that service delivery is not compromised and risk is appropriately managed and reduced.

Whilst there is a range of situations where a social worker or senior practitioner should be involved, the role of the team manager is key in ensuring appropriate interventions are carried out often in the most complex and difficult circumstances. These include situations where immediate action is required to safeguard a child from neglect, exploitation or abuse. For example, team managers take a leading part in strategy meetings as part of article 42 investigations (Children (Jersey) Law 2002). This can lead to initiation of child in need or child protection plans, legal procedures or in some cases removal from home. Where there is a serious likelihood of family disruption or relationship breakdown which is likely to cause or is causing significant harm, the team manager provides direction and oversight to support staff and ensure that actions are taken appropriately, proportionate to the levels of risk and need, in liaison with the Heads of Service, other partner agencies whilst following established policies and procedures within the parameters of the law.

Team Managers provide direct oversight and direction for authority delegated to the Children's Service by 'The Minister' to perform safeguarding responsibilities as set out in the Children (Jersey) Law 2002.

The Team Managers have lead responsibility for work force planning in their area, including the recruitment, retention, training and support of staff.

Individual social work teams receive regular referrals and contacts/enquiries from members of the public and partner agencies, seeking information, advice and guidance. Each referral will require a formal assessment of risk and need from a social worker, with oversight from the Team Manager. The total number of cases held by each service at any one time varies and individual teams will support varying numbers of cases according to the level of complexity of need of the specialist area.

The Team Manager has overall responsibility for prioritising appropriate prompt responses to referrals and enquiries whilst constantly assessing risk to ensure that work is safely prioritised and allocated within available resources on any particular day, in order to minimise risk.

Team Managers make a particular contribution in situations where there are very high levels of complexity, uncertainty, and stress, conflicts of interest and risk, particularly to children, young people and their families. They apply specialist analytical skills and knowledge to supporting the senior practitioners and social workers in assessing these situations, and they have overall responsibility on decisions regarding what action to take in these complex situations. The Team Manager, with oversight from Head of Service, oversees decisions on whether or not to use statutory powers to intervene.

By intervening in such situations, by protecting and supporting service users and providing services consistent with their wishes and needs, social work makes a substantial contribution to the wellbeing and quality of life of individuals, their families and carers. Intervention into situations where children's needs are not being met by their families, where necessary supporting parents to improve their ability to effectively meet their children's needs, or, in some cases removing children and placing them in other care settings, contributes to the potential to improve outcomes for these children and to become citizens with a reduced need for specialist criminal justice, health and therapeutic services in adult life.

Given that all social workers, at whatever level, are frequently in contact with service users when they are at their most vulnerable and distressed, there is considerable public and political interest in the way in which Team Managers direct the team and individual actions and interventions. It is therefore not unusual for managers to be required to advise and /or assist their senior managers promptly and effectively to address political and representative organisational concerns and challenges resulting from actions taken.

The Team Manager reports to their Head of Service as the first line of oversight, guidance, review and support for their decision making.

The Team Manager has overall accountability for identifying and endorsing the use of the resources required to deliver various elements of the team and service plans, and for providing a cogent, evidence based case for requesting additional resources having identified legitimate areas of unmet need. The design, implementation and review of team plans will require the Team Manager to contribute to regular budget monitoring meetings, business planning and the annual process of budget setting.

The Team Manager is the senior case manager and has overall operational statutory responsibility and accountability for the delivery of effective assessment, care planning and review services in their area of expertise.

Formal supervision of senior practitioners and social workers is undertaken by the Team Manager. They have responsibility for the oversight and management of the work of the whole team and ensuring that team, service and Government objectives are met. They ensure that performance is managed and monitored in line with agreed performance indicators.