



## Role profile

<b>Role title</b>	Team Manager / Advanced Team Manager
<b>Corporate directorate</b>	Together for Families
<b>Service</b>	Children and Family Services
<b>Grade</b>	L/M
<b>Reports to (role title)</b>	Service Manager/Head of Service
<b>Version</b>	1.2
<b>JE code</b>	2077

<b>Approving manager</b>	Ben Davies
<b>Date</b>	February 2021

If you would like this information in another format please contact:

**Cornwall Council**  
**County Hall**  
**Treyew Road**  
**Truro TR1 3AY**

Telephone: **0300 1234 100**

Email: [enquiries@cornwall.gov.uk](mailto:enquiries@cornwall.gov.uk)

[www.cornwall.gov.uk](http://www.cornwall.gov.uk)

## Role purpose

The primary role of a Team Manager in the Children & Families Service is to improve the welfare, safety and outcomes of the children and young people supported by the team.

With the advice, supervision and support of a Service Manager or Head of Service, the Team Manager manages a statutory service to children in need and their families, providing a full range of statutory duties within a legal framework, in line with legislation and policy such as Working Together and Our Safeguarding Children Partnership continuum of need/threshold policy as well as a range of other approved policies, procedures and practice guidance related to the role and function of the team/service.

Under the Service Framework for Quality Assurance and Performance Management (QAPM) the Team Manager is accountable for the consistency and quality of individual and team practice and performance in undertaking child focussed assessments and analysis of strengths, needs and risks, planning, implementation and review – appropriate to the role and function of the team and service area.

The Team Manager leads a multi-disciplinary team of practitioners, playing a lead role in developing, supporting and overseeing the competency and confidence of the front line practitioners. They achieve this through developing a team learning and performance culture, maintaining and championing expertise in specific areas of practice, driving improvement through learning from experience and reference to evidence-based practice.

The Team Manager provides emotionally intelligent, reflective supervision to all professionally qualified and unqualified practitioners within the team.

The Team Manager is responsible for supporting the health and wellbeing of all team members in line with their duty of care

The Team Manager develops practitioners and shapes and influences excellent practice, holding ultimate responsibility for the performance management and improvement of individuals and the team, utilising the Council's policies and procedures for attendance at work, capability and disciplinary issues where necessary.

The Team Manager is responsible for developing and maintaining effective partnership working with local agencies and groups in the team area, especially Police, Health, Probation and Court colleagues, Schools and voluntary/community groups.

The Team Manager deputises for the Service Manager /Head of Service as required and represents the team in task and finish groups set up to improve the quality of practice and the effectiveness of the service in improving outcomes for children and young people.

The Team Manager supports the team to prepare for and contribute to successful inspections under the relevant inspection framework for the role and function of the team/service.

**Advanced team managers** have demonstrable experience and expertise in managing different teams/services, with a minimum of three years' experience as a successful team manager. Progression to this advanced role will be measured through assessment as per the CSF Social Work Team Manager's Career & Qualification Pathway.

They will have developed their expertise on more strategic levels across the service and built influential and respectful partnerships with partner agencies, demonstrating their commitment and contribution to the wider improvement of services for children throughout the county.

They role model within an area of specialism and share practice knowledge and expertise, influencing the wider organisation and national system to function to the best effect.

They have highly developed emotionally intelligent supervision skills and are able to scrutinise staff and system performance in order to devise and implement effective and timely improvement plans. They have an understanding of the wider impact of performance on the service.

They have a proven record of effectively managing budget and authorise key finances for the function of the team and wider service area in line with scheme of financial delegation, demonstrating effective financial decision making.

They have an explicit commitment to learning and are commitment to continued development of their leadership skills.

### Dimensions

#### Annual financial accountability

The Team Manager is accountable for the effective management of a team purchasing budget with authorisation to make procurement decisions where contract value does not exceed £10,000 / £50,000 (capital/works and goods/service contracts). They will support the Service Manager/Head of Service to deliver the service within available resources.

#### Management accountability

Nature of management:

- Understanding statutory duties and working within a legal framework
- Developing an annual team improvement plan / strategy relevant to the role and function of your team, that enables and supports your team to participate in planning future practice and service improvements that in turn contribute to the wider Service Plan and organisational system.
- Supporting and monitoring individual and team performance in achieving Practice Quality Standards the Key Performance Indicators relevant to the role and function of the team/service.
- Supervision and appraisal of professionally qualified and unqualified practitioners at all levels.
- Implementing the Council's employment relations policies and procedures in relation to the health and wellbeing of staff, attendance at work, capability and conduct.
- Deputising as required for the Service Manager/Head of Service and representing the team in a variety of multi-agency settings/meetings.

Number of staff managed:

- The post holder directly manages up to 12 staff in a multi-disciplinary team plus other staff indirectly.

### Accountabilities

*Cornwall Council is a dynamic organisation and the particular duties and accountabilities may vary from time to time without changing the general character of the role or the level of responsibility entailed. Individual objectives will be agreed via the PDS appraisal process*

L Grade Team Managers

#### Promoting and governing excellent practice

- Shaping and influencing a multi-disciplinary team environment which enables excellent practice by setting high standards and motivating others to do the same. Leading by example, showing

integrity, creativity, resilience and clarity of purpose with an holistic understanding of professional standards in a multi-disciplinary team.

- Developing and supporting your team to undertake a full range of statutory duties in cases that meet the threshold for the role and function of the team/service: including children in need and their families; children with disabilities; children in need of protection; children in care; children at risk of offending behaviours; children who offend and care leavers.
- Establishing, developing and delivering best practice collaborative working with other agencies and professionals, including integrated working with key partners; providing advice and consultancy to support other professionals and agencies to meet the welfare and safeguarding needs of children and young people.
- Being accountable for ensuring the highest professional standards and professional conduct. Understanding the requirements of the standards for employers of social workers and promoting these within the workplace.
- Seeking feedback and routinely integrating the expertise and knowledge of service users, carers and professionals into practice by promoting and evidencing the meaningful participation of children, young people, and parents/carers in the processes of key decision making and shaping service delivery.

#### **Developing excellent practitioners**

- Working positively and collaboratively with the Principal Social Worker to promote a learning culture within your own team, demonstrating a commitment to the core curriculum and CPD for all team members
- Learning from experience; maintaining and, disseminating an excellent understanding of current research; using evidence-based practice in assessment and care planning, and guidance, policy, legislation and case law to devise effective interventions, which are most likely to support family welfare and reduce risk to children.
- Recognising, respecting and valuing the expertise of practitioners and create and maintain a culture of professional curiosity
- Holding regular team meetings and team based learning sets, as well as facilitating at least one team development event per annum.
- Understanding, promoting and integrating into practice Council policies on valuing diversity and promoting equalities, achieving cultural competence across the team.

#### **Shaping and influencing the practice system**

- Providing a safe, calm and well-ordered environment for all staff, ensuring that processes are fit for purpose and efficient.
- Creating an ethos within which team members, including students, trainees, volunteers and sessional/agency workers are motivated and supported to be ambitious on behalf of children and families.
- Facilitating constant critically reflective thinking about the welfare of families and the safety of children.
- Offering constructive advice and creative, strengths-based solutions to difficulties, responding positively to well-founded criticism from service users and other professionals with a commitment to learn and to change, undertaking investigations into Stage 1 complaints that fully involving the complainant in the process.

#### **Effectively using power and authority**

- Developing and maintaining a positive team culture and workplace that supports the health and wellbeing of staff, improving standards for attendance at work; taking appropriate management action when the attendance of individual staff falls below the required standards.
- Applying a proportionate and ethical approach to the exercise of authority, which develops and maintains relationships with families and professionals and ensures the protection of children and take appropriate management action to address serious and persistent shortfalls in practice quality standards, taking a proportionate approach to supporting staff to achieve the required standards and differentiating between capability and conduct when shortfalls persist.
- Modelling appropriate use of authority across a range of situations, supporting others to understand and work with the authority inherent in their positions and to exercise statutory powers where social work assessment shows that families require help and support and children are at risk of significant harm, ensuring that actions are proportionate to risk. Maximising opportunities for children and families to make informed choices, inviting challenge and debate and being accessible to children, families and professionals.

#### **Confident analysis and decision-making**

- Creating a culture of focused thinking which consistently explores a wide range of contexts
- Helping practitioners to make decisions based on observations and analyses, taking account of the wishes and feelings of children and families.
- Ensuring that practitioners are ambitious for children and families and that the long-term and life-long consequences of decisions are fully considered at all stages of planning and review, and that relationship based interventions provide opportunities to test current hypotheses and dominant perspectives.
- Supporting practitioners to always communicate clearly, honestly and respectfully the purpose and content of the social work plan with confidence and competence in verbal and written communication. This includes high quality, clear reports to professional meetings, LAC Reviews, CP Case Conferences, Legal Meetings, Permanence Planning Meetings and Court Hearings.
- Ensuring recording provides the full analysis underpinning decisions, making sure the rationale for why and how decisions have been made is comprehensive and well expressed.

#### **Purposeful and effective social work**

- Facilitating/chairing multi-disciplinary meetings in order to; achieve high quality standards in the assessment of need, risks and strengths – to promote analysis and produce a coherent plan and regularly review the progress a child is making towards improved outcomes.
- Ensuring practitioners adopt an approach to practice which is timely, evidenced based and proportionate to identified risk and need. Using focused questioning to clarify the direction of work, and identify whether practitioners need to adopt a more reflective and curious approach, or respond with greater pace and assertion.
- Supporting practitioners to keep accurate and up-to-date case recording on the appropriate system for recording and reporting casework.

#### **Emotionally intelligent practice supervision**

- Supporting practitioners by providing high quality, emotionally intelligent supervision in line with the Policy Standards for Supervision, achieving an appropriate balance between critical reflective practice and accountability for tasks, standards and targets.

- Providing advice, consultation, mentoring, supervision and appraisal support to team members, in 1:1 and group settings to promote reflective thinking and drive more effective discussions so that reasoned and timely decision-making can take place.

#### **Performance management and improvement**

- Contributing to and providing professional leadership of performance management and improvement including the identification of gaps in service, developing and implementing an annual strategy or plan, based on the quality assurance and performance management data for the team, in consultation with team members and key stakeholders.
- Improving the consistency and quality of practice in line with agreed standards through developing a team learning and performance culture; effective management oversight; and taking appropriate management action to support individuals who are unable to achieve the required practice quality standards consistently.
- Setting annual performance targets for individual practitioners in accordance with the Performance & Goals System and undertake half-year performance development reviews which identify individual achievements, strengths and areas for development, along with a plan to strengthen the practitioner's competence and confidence in undertaking their role.
- Implementing the Framework for Quality Assurance and Performance Management (QAPM) and contributing positively to the full range of QAPM processes, including reviewing and signing off the quality of work; undertaking case audits; investigating shortfalls; contributing to service QAPM meetings and attending QAPM Conferences.

**Holding Financial Responsibility** for authorising key finances for the function of the team and wider service area, and supporting the Service Manager and Head of Service to reconcile policy and resources by delivering services within allocated budgets.

#### **in addition to the above, M Grade Team Managers...**

#### **Promoting and governing excellent practice**

- Promoting and contributing to positive working relationships, policy and practice developments across the organisation to support service improvement (including QA measures, effective throughput of work, ensuring that organisational procedures are relevant, reflect effective practice and contribute to better outcomes)
- Leading the effective partnership working of my team within and outside of the organisation

#### **Developing excellent practitioners**

- Securing excellent practice through an analytical understanding of different patterns of family functioning, matched with service responses which are most likely to effect change for children and families
- Working resourcefully to ensure that team and organisational learning remains a key focus by developing a culture of learning and improvement, where staff are sufficiently stretched and mentored to meet their aspirations and team members progress through their career and qualification pathways
- Offering good quality placement opportunities for students, trainees and other learners, Recruiting, motivating and developing team members, including students, trainees, volunteers and sessional/agency workers where appropriate.

#### **Shaping and influencing the practice system**

- Shaping and influencing the practice system by using resources, including those that lie within families and communities and sharing specialist team practice knowledge and expertise and influence the wider organisation and national system to function to the best effect.
- Communicating in an effective and competent manner in highly charged, complex or challenging circumstance in strategic settings, inside and across the system, and outside the organisation

#### **Effectively using power and authority**

- Taking responsibility for continuously developing your ability to have influence and impact on local and wider systems, providing challenge and showing leadership in situations where power is used inappropriately.
- Creating and sustaining environments where people (staff, and people using services and their carers advocates) are enabled to provide effective challenge and ensure human rights are upheld

#### **Confident analysis and decision-making**

- Working with and containing the anxiety of other people in complex and highly charged situations, ensuring proportionate and legally sound responses, that take account of self-determination, perceived risk and protection from harm
- Applying knowledge and evidence as a strategic leader and professional social worker to hypothesise at organisational and system levels and use it to inform organisational and professional decision-making in complex situations

#### **Purposeful and effective social work**

- Initiating and facilitating liaison across agencies at a local, regional and national level, and maintaining a collaborative working approach, resolving or escalating intractable dilemmas where necessary.
- Maintaining a high level of expertise, informed by knowledge in both established and emergent areas relevant to my field of practice or strategic responsibilities

#### **Emotionally intelligent practice supervision**

- Recognising the strengths and development needs of practitioners, and use practice observation, reflection and feedback mechanisms, including the views of children and families, to develop practice. Undertaking the required observations as part of the supervisory relationship for each staff member each year.
- Reflecting upon the confidence of practitioners and adapting your management and leadership style according to the needs of individuals and the organisation.
- Recognising and articulating the dilemmas and challenges faced by practitioners and use this expertise and experience to guide, assist and support the provision of services.

#### **Performance management and improvement**

- Contributing to the wider improvement of services for children throughout the county being proactive in the wider management group and able to evidence difference made.

### **Corporate accountabilities**

#### **Information security and governance**

Manage information in line with the Council's policies, procedures and guidance on subjects such as Data Protection, Freedom of Information, confidentiality, information security and sharing, the information lifecycle and data quality, to ensure compliance and efficient and effective information governance

#### **Safeguarding**

Maintain awareness of Council policies and practices regarding the safeguarding of children, young people and/ or adults who may be at risk. Report concerns/ allegations in accordance with corporate guidance and procedures

#### **Equality & Diversity**

Work to eliminate unlawful discrimination, harassment and victimisation and report incidents as they occur. Treat everyone with dignity and respect and ensure individual's needs are met. Challenge inappropriate behaviour and language constructively, advising on alternatives so the opportunity for change can be considered

#### **Customer Experience**

Drive to continually improve customer satisfaction and maintain a clear and consistent focus on delivering outstanding customer experience

#### **Health, Safety and Wellbeing**

Proactively manage health and safety risks and lead on the creation of a positive health and safety culture to safeguard the health, safety and wellbeing of yourself and others. Understand your health and safety responsibilities and lead on compliance with council policy and procedures.

### **Key objectives**

- Ensure that the service provided by the team is of the highest quality and that excellent performance is maintained when working with children, families, carers, potential adopters and partner agency representatives
- Implement the Ofsted Inspection Action Plan as the basis for maintaining the high standards achieved at the most recent inspection when Cornwall Children and Families Services received an overall judgement of 'outstanding'.
- Contribute as a key stakeholder in the delivery of the Service Improvement Plan and the Team Improvement Plans, including any emergency or post pandemic recovery plans
- Promote and engage in multi-disciplinary working with partner agencies, in line with Our Safeguarding Children Partnership, One Vision, and relevant bodies such as the Adult Safeguarding Board and Safer Cornwall.
- Support learning and development in conjunction with adherence to the Quality and Performance Management Framework to raise the expertise and quality of practice within your team.
- Prioritise staff morale, health and wellbeing and attendance at work in your team
- Utilise specialist knowledge and skills in service delivery to ensure that children's needs are met if they are being cared for within their families, and to provide appropriate permanence placements for children who cannot be looked after safely within their birth families.

In addition to the above, M Grade Team Managers

- Anticipate and provide supportive leadership for social workers and others in your team by engaging locally, regionally and nationally, to positively influence developments that affect social work, modelling and using critical reflective skills in leadership, management and practice supervision settings to enhance practice for yourself, others and the strategic outcomes for the service
- Consistently produce evidence of a high standard of team performance and demonstrate the impact of this on children and families and your understanding of the wider impact of team performance on the service
- Take proactive responsibility for advising and contributing to QAPM processes, understanding the strategic interface between information systems and practice, and ensuring those systems support delivery of positive outcomes for people who use services, families, carers and communities and continue to be fit for practice



### Competencies and other requirements

We use the following criteria below to assess your suitability for the role; please refer to the recruitment & selection column to establish at which stage the criteria are assessed. Requirements assessed at the 'Application' stage represent the minimum essential requirement for shortlisting purposes

Behaviours	Recruitment and selection
<p><b>Working together</b></p> <p>You understand and focus on customer satisfaction and work well with colleagues and partners.</p> <ul style="list-style-type: none"> <li>• You deliver exceptional customer service – you understand and are attentive to the needs of your customers</li> <li>• You listen to the views of others and seek them out</li> <li>• You support and show consideration for others</li> <li>• You work well with colleagues and partners and acknowledge the different ideas, perspectives and backgrounds of others</li> <li>• You are committed to the protection and safeguarding of children, young people and vulnerable adults</li> <li>• You share information and expertise with others</li> <li>• You are honest, you respect and you build relationships of trust</li> <li>• You share your achievements and acknowledge the achievements of others</li> </ul>	<p><b>Interview</b></p>
<p><b>Resourceful</b></p> <p>You apply expertise, solve problems and make improvements to deliver the best possible customer outcomes.</p> <ul style="list-style-type: none"> <li>• You plan and organise your work and manage your time effectively</li> <li>• You gather relevant information, analyse it and make timely informed decisions in the course of your work</li> <li>• You are flexible and adaptable</li> <li>• You respond constructively to change</li> <li>• You demonstrate financial awareness relevant to the job you do</li> <li>• You use your initiative and are creative in problem solving</li> <li>• You deliver results and demonstrate commitment to serving customers</li> </ul>	<p><b>Interview</b></p>
<p><b>Personal responsibility</b></p> <p>You take responsibility for your work, your environment and your development.</p> <ul style="list-style-type: none"> <li>• You are trustworthy and reliable</li> <li>• You pay attention to your own health, safety and wellbeing and that of others</li> <li>• You acknowledge errors, report them as appropriate and play your part in addressing them</li> <li>• You appropriately challenge unhelpful behaviour</li> <li>• You seek feedback and review your own contribution</li> <li>• You are open to change and improvement</li> <li>• You take responsibility for your development</li> <li>• You are enthusiastic about and take pride in your work</li> </ul>	<p><b>Interview</b></p>

<ul style="list-style-type: none"> <li>You act as an ambassador for the Council to our customers</li> </ul>	
<p><b>Engaging leadership</b></p> <p>You create a healthy and engaging working environment by building trusting and supportive relationships, encouraging development, recognising achievement and tackling underperformance.</p> <ul style="list-style-type: none"> <li>You give clear direction, you delegate appropriately and you provide a supportive environment in which team members can learn, grow and take responsibility</li> <li>You take opportunities to influence and contribute to strategic planning and development</li> <li>You help your team to understand how their work contributes to delivering the Customer Service Promise and what the Council is trying to achieve</li> <li>You create opportunities to interact personally with all members of your team, you actively encourage team members to share their views and concerns and you give feedback on the outcome</li> <li>You take time to understand the strengths of your team and you encourage and support their development</li> <li>You coach your team to fulfil their potential and recognise individual and team achievements</li> <li>You identify and effectively address your responsibilities for customers, people, finance, performance and change management</li> </ul>	<p><b>Interview</b></p>

<b>Knowledge, skills &amp; experience</b>	<b>Recruitment and selection</b>
Diploma in Social Work, CQSW, CSS, Degree in Social Work or other professional social work qualification recognised by Social Work England for the purpose of registration in the UK.	Application Form and Certificates
Evidence of post qualifying learning in child & family social work to demonstrate specialist knowledge, preferably at master's level or equivalent, and an understanding the core components of leadership and management. <i>in addition to the above, M Grade Team Managers will have</i> Additional qualification coaching & mentoring leadership & management would be desirable	Application Form and Certificates
Demonstrable commitment to continued knowledge base & professional development e.g. undertaking core curriculum for team managers within given timescales. Regular & proactive use of CC Inform, Research in Practice etc. <i>in addition to the above, M Grade Team Managers will have</i> Evidence of ongoing development in leadership role and engagement with the learning opportunities outlined in the C&QP for team managers (or equivalent for external applicants).	Application Form
Experience At least two years at Advanced Practitioner level <i>in addition to the above, M Grade Team Managers will have</i> A minimum of three years' experience as a successful team manager with varied experience of managing different teams/services.	Application Form
Proven record of effectively managing budgets and effective financial decision making.	Application Form

A high level of specific and applied professional expertise in the area of practice to be supervised, relevant policy, legislation, guidance and best practice.	Application Form Interview/Assessment
Applied knowledge and understanding of the needs and risks of a diverse range of children, young people and their parents/carers, promoting their full involvement in decision making, taking into account issues of equality and diversity.	Interview
Proven ability to achieve high practice quality standards in the assessment of strengths, needs, risks, produce analysis and translate into a coherent plan that improves outcomes for children.	Application Form & Interview
High level of competence and confidence in providing verbally or written communications including coherent reports to professional meetings, LAC Reviews, CP Case Conferences, Legal Meetings, Permanence Planning Meetings and Court Hearings.	Interview
Proven ability to provide advice, consultation, mentoring, supervision and appraisal support to professionally qualified and unqualified practitioners, those in training, agency/sessional workers and volunteers.	Application Form & Interview
Ability to undertake formal employment relations policies and procedures to address serious or persistent shortfalls in attendance, capability and/or conduct of individual staff in line with a management culture of learning not blaming and management standards for fairness and reasonableness.	Interview
Proven ability to work collaboratively with other professionals and agencies, including identifying and procuring relevant services to support children, young people and families.	Application Form & Interview
Good IT and word processing skills and the ability to ensure high levels of data input onto case management system are vital to make the best of IT systems to monitor team activity and performance and ensure requirements of performance management are met. Alongside this digital social work practice through pre and during pandemic conditions and the development of ongoing post pandemic digital social work skills will be vital for the future.	Application Form

<b>Other requirements</b>	<b>Recruitment and selection</b>
This position is subject to a criminal records disclosure check	<b>Enhanced</b>
This is a politically restricted position	<b>NO</b>
The normal duties of the role may involve travel on a regular or occasional basis. It is a condition of employment that staff can exercise satisfactory travel mobility in order to fulfil the obligations of the role. For those journeys where an alternative form of transport is unavailable or impracticable staff will be required to provide a suitable vehicle.	Application Form
The normal duties of the role may involve the need to work flexibly, including extended hours and the ability on occasions to join the out of hours duty rota.	Application Form