



## JOB PROFILE

NOTE: This job profile is for use in appointment of Senior Service Managers fulfilling specialist functions. As an essential element of the specialist manager role is to be able to offer cover for core SSM roles, the JD starts with this core role and the extra responsibilities associated with Senior Improvement Manager role are then covered in Appendix 1.

Job Title:	Senior Improvement Manager (Senior Service Manager)
Accountable to:	Head of Practice / Assistant Director
Responsible for:	Improvement Managers, Family Court Advisors, Enhanced Practitioners, Self-Employed Contractors, Family Support Workers, Bank Staff and students placed within the organisation.
Team:	National Improvement Service
Location:	Work base to be agreed locally with regular travel throughout the operational area with occasional travel to other locations as required.
Key working	Cafcass staff, Judiciary and Court Services, Solicitors, Local Authorities and other related professional and partnership agencies and stakeholders/service users.
Role Requirements:	(See attached person specification)
Terms of Employment: Band:	Band 10
Salary:	£58,188 - £62,188
London Weighting:	£5,101 per annum for staff with a permanent work base in Greater London.
Superannuation:	The pension scheme used by Cafcass is the West Yorkshire Pension Fund (a Local Government Pension Scheme). This is also our auto enrolment scheme. Contribution rates are based on a tiered system.
Annual Leave:	28 days rising to 33 days after 5 years reckonable service, inclusive of 3 privilege days to be taken between Christmas and New Year plus any of the bank/public holidays.

## Job Summary

To provide strategic leadership and management by delivering service improvement nationally, in order that improvements are delivered in line with the Cafcass Practice Framework (Together) and operating policies, statutory frameworks and provide value for money. A key function is working with the Head of Practice to achieve outstanding performance and quality of practice. The Senior Improvement Manager will be responsible for a team of Improvement Managers and Practice supervisors and will carry out duties specified in the absence of the Head of Practice/ Assistant Director as required. The post will also have strategic responsibility to support critical business change and reform, including restructurings and new working methods and programmes.

## MAIN DUTIES AND RESPONSIBILITIES

### Service Effectiveness

1. Provide an effective child centred service, which achieves Cafcass objectives in line with the Together Practice Framework and operating policies and procedures that leads to improved outcomes for children.
2. To ensure children are safeguarded through the provision of services in line with policies, corporate operating priorities and legal frameworks.
3. Provide an initial and timely response to all comments, compliments and resolve complaints in line with the Cafcass procedures, ensuring that learning is embedded to improve service effectiveness, practice and outcomes.
4. Supporting and implementing internal audits, Performance Boards and inspections of practice standards and appropriate presentation for Ofsted, ensuring good or outstanding outcomes, with all internal and Ofsted requirements integrated within practice.
5. To ensure effective systems and process are in place to consistently meet key performance indicators and corporate priorities.

### Resource Management

6. To manage a delegated budget, approving spending within designated limits and financial regulations, promoting a culture of efficiency and value for money
7. To ensure resources are deployed in a cost effective and flexible way, responsive to changes in demand from service users
8. To be responsible for delivering projects as agreed by Head of Practice/Assistant Director, ensuring they are delivered on time and on budget
9. To take responsibility for ensuring compliance with Health and Safety policies within area of responsibility.

### Leadership of Staff and Change Programmes

10. To undertake effective performance management and supervision and to take responsibility for a team of Improvement Managers and practice supervisors, ensuring supervision and effective performance management systems are in place.
11. Line management of Improvement Managers where appropriate
12. Working with the Head of Practice to promote a restorative strengths-based culture of continuous improvement across the organisation, acting as change champion in local areas to achieve outstanding practice.
13. To be responsible for HR investigations and present findings during formal hearings and appeals.

14. To be responsible for specific service projects or improvement plan as agreed with Head of Practice/Assistant Director.

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15. To be responsible for aspects of strategic work force planning as agreed by the Head of Practice/Assistant Director, including reviews of recruitment, induction, supervision and appraisal systems to check effectiveness.
16. To liaise on individual cases, individual management reviews and relevant issues with partner agencies.
17. Collaborate with internal and external stakeholders (including children and families), to promote and achieve good or outstanding outcomes for children. Work in partnership with statutory, voluntary and private organisations to safeguard and enhance the wellbeing of children.
18. To manage own and support others' continuous professional development.

This job profile is not a definitive list of responsibilities but identifies the key components of the role. The specific objectives of the post holder will be subject to review as part of the individual performance review process.

## Appendix 1

### Improvement Manager Duties

These will need to be overseen and undertaken directly by Improvement Managers, as per demand of the service:

1. Carry out a range of duties in line with the National Improvement Service Standard Operating Procedures (SOPs). Ensure staff gain maximum benefit from available knowledge sources both internally and externally.
2. Lead on the organisation of all events or promotion of training and other developmental inputs internally and externally and dissemination of research.
3. Contribute to both the national and local quality improvement agenda through audit activity, coaching and 'significant incident' review work. Contribute and co-lead on national audits.
4. Provide advice and assistance to Service Managers for planning and implementing new initiatives, procedures and practice developments at both team and individual levels.
5. Lead on the collation and analysis of knowledge, learning and practice development and quality assurance related data, preparing and presenting reports for both individual teams and service area to inform Cafcass strategy and policy development.
6. Work as part of the national network on practice improvement to ensure that strategic development is informed by local experience and national policy is fully embedded in local practice.
7. Responsible for the development and content of Cafcass Learning
8. Undertake direct training delivery as required.

### Senior Improvement Manager Duties

All enhancements will have a specific set of duties set out within the PLR process. These may include:

1. The post will involve line-management responsibility in respect of Improvement Managers.
2. Leading on all audits and national benchmarking including the moderation of all audits and dealing with requests for moderation.
3. Leading and escalating safeguarding concerns within all audits and liaising directly with the Operational Service Areas to ensure consistent, safe outcomes for children.
4. Leading significant incident work including circulating SI reviews to Assistant Directors and the National Service Director and allocation and oversight of significant incident work and significant success work. Including Cafcass involvement with external safeguarding partners.
5. Line management of improvement managers including oversight of performance and productivity. Responsibility to carry out PLRs in accordance with the Supervision Policy ensuring each IM has a PLR at least every six months. This PLR will be the primary pathway in considering IM's personal development, IM portfolios and measuring productivity/quality against service standards. The PLRs should explicitly consider the performance and productivity standards within these SOPs.
6. Inducting new staff in NIS including preparing induction plans to be signed off by the Head of Practice/Assistant Director;
7. Ensure an effective management and accountability system of allocation and day to day supervision of NIS systems including Commissioning, Auditing, Significant Incidents and Training and Development.
8. Membership of relevant working groups and forums including but not limited to the L&D workgroup and Next Steps in National Learning Panel.
9. Responsibility for responding to area commissioned tasks in accordance with timescales outlined in NIS SOPs, managing the allocation of Improvement Managers and including allocation to the seconded Practice Supervisors.

This job profile is not a definitive list of responsibilities but identifies the key components of the role. The specific objectives of the post holder will be subject to review as part of the individual performance review process.



## Person Specification

<u>Qualifications</u>
<ul style="list-style-type: none"> <li>• SWE recognised social work qualification</li> <li>• Evidence of management training</li> </ul>
<u>Experience</u>
<input type="checkbox"/> Supervisory and/or Practice Management experience at a senior level.
<u>Technical Competencies</u>
<p>Service Effectiveness</p> <ul style="list-style-type: none"> <li>• Up to date knowledge of the statutory and assessment frameworks for working with children and families</li> <li>• Up to date knowledge of DfE guidance and relevant research about social work with children and families.</li> <li>• Up to date knowledge of practice policies and practice guidance.</li> </ul>
<p>Resource Management</p> <ul style="list-style-type: none"> <li>• Evidence of effective use of resources in casework</li> <li>• Experience of producing accurate timely data and management information</li> <li>• Experience of working within a budget and to manage resources effectively</li> <li>• Up to date knowledge of Health and Safety and other legislation relevant to the work place</li> </ul>
<p>Leadership of Staff and Change Programmes</p> <ul style="list-style-type: none"> <li>• An understanding of the requirements of managing across larger teams and areas in a proportionate way</li> <li>• A good understanding and track record of performance management including target setting and monitoring</li> <li>• An understanding of the challenges of delivering high quality work to deadlines in a context of organisational change</li> <li>• Experience of supporting practitioners to adopt new ways of working, and comply with practice instructions or directions.</li> <li>• Experience of using a restorative and/or strengths based approach to training / coaching / support skills to improve practice</li> <li>• The credibility and authority to influence positive change and drive forward practice improvement to achieve good or outstanding levels</li> <li>• Experience of effective use of a range of change management / improvement techniques</li> <li>• Ability to engage and influence a wide range of staff and stakeholders during change programmes</li> </ul>

## Addendum to job description

The above job description is the one for Senior Service Manager based in our Operational Service Areas (OSAs) across England.

Whilst some of the duties and responsibilities outlined above are relevant to role of the Improvement manager and Senior Improvement Manager in National Improvement Service (NIS), below we have outlined some additional accountabilities specific to the role.

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With the Assistant Director for Performance and Quality Assurance, you will lead an innovative and crucial service that makes a difference for children through quality assurance, learning, improvement and support.

This will include accountability of:

- Practice quality audits and analysis of performance and quality assurance at a national and regional level.
- Learning from Significant Incidents using a Child Record Review process.
- Co-ordination of National Learning and contributing to Child Safeguarding Review Panels.
- Ensuring that the improvement service provides timely commissioned service support to Operational Service Areas.
- Learning from feedback.