



JOB PROFILE

Job Title:	Service Manager
Accountable to:	Head of Practice
Responsible for:	Family Court Advisers, Practice Supervisors, Self-Employed Contractors, NQSW, Family Support Workers, Bank Staff and students placed within the organisation.
Team:	(to be specified)
Location:	Work base to be agreed locally with regular travel throughout the operational area with occasional travel to other locations as required.
Key working Relationships:	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:	
Grade:	Service Manager
Band:	Band 9
London Weighting:	For those 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

The role of the Cafcass Service Manager is to ensure that the services delivered by the practitioners they manage achieves an outstanding level of performance and quality. You will be a practice educator, raising standards through good 'situational supervision', high quality advice and robust performance management carried out proportionately to the needs of the case and the needs and abilities of the individual practitioner. This role requires a high level of leadership skills, data interpretation skills and the ability to support up to 20 practitioners to improve the performance and quality of their work so that it becomes routinely outstanding. The organisation of work in your team, including the immediate allocation of cases, maintaining a high throughput of cases with safe case closures and prioritising incoming demands on your limited time, is a key requisite competency. Personal resilience, flexibility and adaptability are essential.

SERVICE MANAGER RESPONSIBILITIES AND DUTIES

Safeguarding:

- Ensure children are safeguarded and protected through the delivery of work through the team.
- Undertake individual management reviews where required upon notification of Serious Case Reviews.
- Disseminate learning arising from learning sources, Serious Case Reviews and complaints across the Cafcass Service Area and more widely across the organisation as required.

Service Effectiveness Productivity and Throughput

- Ensure the provision of reflective supervision and effective performance management for all operational staff in the team and, where applicable, contract management of self-employed contractors.
- Maximise available resources to meet changing organisational demands.
- Lead and manage change within your team.
- Identify training needs within your team.
- Manage practice and performance through effective recruitment and induction of staff, supervision and appraisal.
- Be accountable for and approve spending within the designated limits, ensure cost effective use of resources and delivery of services, complying with Cafcass policies and providing all necessary information for complete and accurate returns of full financial information.
- Ensure all staff fully utilise IT and electronic systems to ensure service is managed and delivered effectively.
- Promote a culture of practice improvement where issues of diversity and equality are fully addressed and integrated into practice.
- Take responsibility for and ensure compliance with Health and Safety policies within the area of responsibility.

- Work flexibly across the operational area and beyond as determined by the Head of Service, including the requirement to complete specialist pieces of work as required, e.g. contract management reviews for SECs or completion of individual management reviews.
- When required, undertake investigations into performance, capability or conduct issues. Provide objective professional reports regarding practice standards and role performance as part of formal capability review processes so that fair, evidence based decision making can be applied.

Quality

- Ensure your team delivers a high quality, effective, child centred service which leads to improved outcomes for children.
- Have a clear and accurate self-assessment of practice, performance and quality, with robust actions built into development plans to ensure that individual and area performance targets are met.
- Promote and model positive engagement with children and families.
- Provide effective leadership to the team, combining professional challenge with strong support, providing clear accountability.
- Provide a coaching and role-modelling approach to team and individual development. As a practice educator promote a culture of continuous learning within your team.
- Contribute to personal supervision meetings and your own continuous professional development.
- When required contribute to both the national and local quality improvement agenda.

Engagement and Partnership Working

- Positively engage with local stakeholders (including children and families), to ensure joint initiatives contribute to positive outcomes for children and contribute to developments and improvements in the Family Justice System. May include taking the lead with Local Safeguarding Boards within the service area or similar key stakeholder groups/bodies.
- Contribute to area and national projects and meetings as required by the Head of Service.
- To be an effective representative for Cafcass and to act at all times in a professional manner, which to promotes a positive image of the organisation.
- Liaise on individual cases and relevant issues with partner agencies.

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 – SERVICE MANAGER

Qualifications

Social Work England recognised social work qualification

Experience

Supervisory and/or Practice Management experience in various settings

Skills Areas

1. Delivering a Quality Service

- Ability to communicate effectively with children & families within the family justice system
- Ability to implement the statutory and assessment frameworks for working with children and families.
- Ability to implement government guidance and relevant research about social work with children and families.
- Knowledge and implementation of practice policies and practice guidance.
- Knowledge of Health and Safety and other legislation relevant to the work place.
- Able to communicate effectively both verbally and in writing to a wide range of audiences.

2. Managing Finance and Resources

- Evidence of effective use of resources.
- Experience of utilising accurate timely data and management information.
- Experience of working within a budget.
- A good understanding and track record of performance management including target setting and monitoring.

3. Leadership and Management of People

- Ability to deliver high quality work to deadlines in a high demand environment.
- Experience of using training / coaching / support skills to improve practice and service delivery.
- A collaborative team worker who can build positive relationships and work effectively across boundaries and achieve results through others.

4. Leading And Managing Change

- Experienced in the effective use of a range of change management techniques.
- Experience of skills in coaching and mentoring to develop staff in the context of organisational change.

5. Service User and Stakeholder Focus

- Experience of promoting diversity and challenging discrimination.
- Ensuring a customer service approach is fully integrated into team service delivery, including responding to comments and complaints.
- Personal conduct, integrity and credibility that commands the confidence of managers, external partners, stakeholders and staff at all levels.

6. Personal Qualities

- Ability to work effectively under pressure.
- Highly effective listening and communication skills.