

Job Profile Information: Service Manager, Early Help Complex Families

This supplementary information for Service Manager, Early Help Complex Families is for guidance and must be used in conjunction with the Job Capsule for Job Family Social Care, Level 5 Zone 2

Camden Way Category 4

It is for use during recruitment, setting objectives as part of the performance management process and other people management purposes. It does not form part of an employee's contract of employment.

Role Purpose:

To lead and manage Camden local response to the National Troubled Families agenda

To take overall strategic and operational management responsibility for casework for complex early help families and the 'team around the worker' multi-agency team. You will work alongside the Head of Family Support and Complex Families to deliver the Camden Plan aspirations for early help and resilient families (which incorporates the national Troubled Families agenda), and delivering the Camden Resilient Families programme outcomes.

To participate as a member of the Family Support and Complex Families senior management team and contribute to the Service's strategic planning, policy and practice development on behalf of the Directorate and Division.

Example outcomes or objectives that this role will deliver:

1. To operationally lead, on behalf of the Head of Family Support and Complex Families, the Council's response to the national Troubled Families agenda. This includes managing the relationship with the Department for Communities and Local Government, formulating the annual Camden response to the Troubled Families programme covering all aspects of planning, target setting, claims and payments by results process, efficient implementation of the local plan, and performance recording and reporting to meet the requirements of DCLG.
2. To lead the Troubled Families payments by results process and securing up to £3.7m additional income for Camden during the lifetime of the programme to be invested in early help services.
3. To act as local liaison for the Department for Communities and Local Government, ensuring Camden is represented at national and local level, and able to influence and support national policy development for families.
4. To provide effective operational leadership and management to staff in the Complex Families Service (Transformation Team) and multi-disciplinary 'team around the worker' to secure effective multi-agency working and performance to the highest standards of professional practice and risk management in accordance with government regulations and guidance, early help national and local standards and relevant research findings.

5. To be responsible for developing, delivering and monitoring of service standards for the children's trust partnership in line with national Troubled Families service transformation expectations as set out by the Department for Communities and Local Government. The postholder will lead specific trailblazing change programmes, and ensure these then inform and influence wider service delivery and transformation across early help in Camden, in line with the Resilient Families programme.
6. To produce, implement and evaluate the Complex Families service plan. This should ensure the service sets goals in line with the Camden approach to early help and resilience, implements effective risk management, safeguarding and quality assurance processes commensurate to the need of families engaged with the service as well the needs of the wider community. It should be in line with the aims and objectives of the Camden Plan, Camdens plans for children and young people (currently including Resilient Families programme) and other relevant strategies and plans
7. To ensure effective performance against national indicators for Troubled Families, and against agreed service goals, outcomes and performance indicators for the Complex Families service
8. To work in partnership with all statutory and voluntary agencies and other stakeholders engaged in early help as well as other managers within the Division and partners across Council
9. To lead all aspects of the 'team around the worker' multi-disciplinary team including negotiating commissioning arrangements with internal services and external partner agencies, developing partnership and co-location agreements, and providing support and supervision as required
10. Manage the budgets and other resources of the Early Help Complex Families service, ensuring compliance with financial and administrative policies and procedures.
11. Develop the Early Help Complex Families service offer, and inform relevant strategies and plans in response to changing demographics, legislation, national policy, local strategies and plans and to the views of the community and of customers, particularly children and young people and their families.
12. Communicate and engage with a range of audiences, internal and external, users and potential users, as well as the wider community and represent the Early Help Complex Families service in a range of contexts
13. To deputise for the Head of Family Support and Complex Families as required, and provide leadership to transformation and continuous improvement of early help in Camden

People Management Responsibilities:

Manage a team of 1 lead family worker, 6 family workers, 4 troubled families employment advisors, and matrix management to the multi-agency team support provided to the Transformation Team (approximately 6 fte) – total staff team of 17.

To develop high performing, resilient and empowered teams that are resilient, can adapt to national and local drivers and are able to respond to changes triggered by the needs of partners agencies and children, young people and families

Relationships:

There is an extensive range of regular contacts that the postholder needs to influence, work in partnership and negotiate with including:

- Safeguarding and MASH
- Integrated Early Years Service
- Integrated Youth Support Service
- Family Services
- Early Help First Stop services
- Other Council services including YOS, Housing, Community Safety and Welfare Rights
- Members of the Council
- Schools
- Health sectors
- Police
- Housing providers
- Voluntary Sector
- Government departments and regional offices
- Funding Bodies

Work Environment:

The job is primarily office-based, but does require flexibility around working hours and being able to provide support out-of-office hours to deal with complex and high risk problems or issues. The postholder will be required to work evenings and weekends from time to time.

The management of a range of services addressing complex needs means that work volume may change quickly in order to resolve operational issues. There are frequently deadlines that need to be met, sometimes with limited notice. The balance of strategic leadership and operational management involves frequently adapting to changing and competing priorities

Technical Knowledge and Experience:

Qualifications

Educated to degree level or equivalent.

Qualification or training appropriate to a management post.

Relevant training to the roles and functions of the Service.

Knowledge

Understanding of current legislation and policy regarding safeguarding for children and families, and the legislative and national policy context for early help for children and families

Knowledge and understanding of child protection procedures and responsibilities.

Working knowledge of the wide range of partners involved in the commissioning and operational delivery of early help

Knowledge of early help assessment and intervention methods and tools for use with children and families, including measurement of early help impact

Experience

Proven experience of successfully managing and supervising staff and/or teams, preferably in a policy, quality assurance, engagement, impact, advice and guidance or field related to the role and function of the Service

Significant experience of working in an integrated way with children, young people and family services

Proven experience of relationship building and partnership working with public, private and/or voluntary sectors with excellent communication skills

Experience of change management, designing and delivering new operational systems or processes and establishing these at local level

Experience of managing diverse and substantial human and financial resources.

Experience of setting, monitoring and reviewing service standards and putting improvement plans in place.

Experience of working with families in diverse, inner-city communities and with vulnerable and/or complex families.

Camden Way Five Ways of Working

In order to continue delivering for the people of Camden in the face of ever increasing financial pressure, we need to transform the way we do things. We call this the Camden Way. The Camden Way is a key part of our transformation strategy often referred to as the transformation triangle which links the Camden Plan, the Camden Way and the Financial Strategy together.

The Camden Way illustrates the approach that should underpin everything we do through five ways of working:

- Deliver for the people of Camden
- Work as one team
- Take pride in getting it right
- Find better ways
- Take personal responsibility

For further information on the Camden Way please visit:

<http://www.togetherwearecamden.com/pages/discover-jobs-and-careers-in-camden/working-for-camden/>

Structure Chart

