

## Job Profile Information: Service Manager, Early Help Community and Practice

This supplementary information for Service Manager Early Help, Community and Practice 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 take strategic and operational management responsibility for early help support to professionals, quality assurance, policy, impact and business intelligence on behalf of the Early Intervention and Prevention division, ensuring:

- delivery of a high quality, inclusive services, responsive to the needs of users and the wider community;
- development and maintenance of high service and professional standards;
- effective management of resources;
- delivery in line with Council, Directorate and Service strategies, plans and policies; and
- compliance with relevant legislation, as well as good practice standards set down by the Council.

To operate as Camden's principal early help worker, working closely with Camdens principal social worker, and being responsible for supporting early help workers across the division to improve the quality of early help practice. The post-holder will work alongside early help workers and other practitioners to identify opportunities to improve early help delivery and provide independent scrutiny of practice and standards.

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

To have oversight and management the of early help contribution to the Camden Child and Family Contact Team (Camdens front door)

#### Example outcomes or objectives that this role will deliver:

1. Plan, implement and evaluate the work plan of the Early Help Community and Practice service, in line with the aims and objectives of Camden's Children's and Young People's Plan, the Early Intervention and Prevention Service Plan and other relevant strategies and plans.
2. Lead and manage provision of early help information, advice and guidance to professionals who work with children and families, including early help advice in the Children and Families Contact team with MASH and in the community. This will be achieve through the development of policy, procedures and practice, effective application of all relevant standards (national and local), through the effective deployment of

resources (human, physical and financial) and through the management of a team of early help coordinator staff located within MASH and in the community

3. Lead and manage the Early Intervention and Prevention (EIP) divisions approach to quality assurance, practice excellence, engagement, impact and policy, ensuring compliance with national and local standards, policies and procedures, and coherent approaches to quality assurance, policy and impact across all services in the EIP division. This will include developing effective and representative forums for early help workers and other early help practitioners to hear feedback on services and to gather information on the improvements or changes needed to improve early help practice, ensuring that feedback is reported to managers at all levels in the organisation;
4. Lead and manage the EIP approach to workforce development practice underpinning the whole family approach across the children partnership to; embed reflective practice; provide supervision to front line staff; use clearly described methods of intervention; create a service infrastructure which supports this way of working; offer training to staff in the key approaches
5. Provide quality assurance of early help practice including observation of early help workers, EHA reviews and case discussions, as well as chairing early help panel and complex case work meetings where decisions are not clear cut;
6. Lead on the development and review of policies and procedures relating to the delivery of early help work, ensuring there are effective systems in place to protect children and young people from significant harm and promote resilience through early help across the division
7. Lead on consulting with children, young people and their families on the quality of early help services, representing the views and experiences of children and young people and recommending to managers where services must be improved;
8. Manage the budgets and other resources of the Early Help Community and Practice service, ensuring compliance with financial and administrative policies and procedures.
9. Develop the Early Help Community and Practice provision 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.
10. 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 Community and Practice service in a range of contexts
11. Maintain a current awareness of evidence-based research and developments in early help and disseminate this to early help workers, practitioners and managers to inform their practice;

### **People Management Responsibilities:**

Manager of a team of early help coordinators, practice leads, and family support workers with an establishment of approximately 15-20 staff

**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
- Other Council services
- 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

Demonstrable understanding of standards in, and delivery methods of, high quality information, advice and guidance

Knowledge of early help assessment and intervention methods and tools for use with children and families

### **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/>

**Chart Structure**

