

SOMERSET COUNTY COUNCIL

JOB DESCRIPTION



Post Number: NOM0244
Service: Learning & Achievement Operations
Job Title: Service Manager - Early Help Services
Accountable to: Strategic Commissioner - Early Help and Complex Families

Purpose

1. Provide expertise and strong management to drive performance and to commission and/or deliver the Council's priorities to meet service targets, as a member of the Council's Senior Management Group.
2. Provide clarity, management and motivation in delivering the New Operating Model, the County Plan and other Council transformation programmes as required.
3. Ensure the effective understanding and operation of any specific statutory or regulatory duty contained within the role.
4. Advise Members and Directors in respect of operational planning and commissioning, policy matters and service delivery issues and engage with partners in the promotion, communication and delivery of services.

Key Accountabilities

1. Create, agree and deliver service plans and prioritise activities and projects.
2. Identify and deliver opportunities for service change and improvement and scope, plan and manage change in corporate and professional activities.
3. Review performance outcomes and customer feedback in order to meet customer requirements and to increase operational efficiency and effectiveness.
4. Develop and maintain effective customer relations and feedback channels and work to improve levels of customer service and satisfaction.
5. Resolve complex operational and service based problems and conflicts raised through the service escalation process and ensure positive outcomes.
6. Optimise the use of financial and other resources (including commissioning frameworks, income streams etc.) to locally commission and deliver services on time, to budget and to the quality standards required.
7. Recruit and review the performance of, and ensure the professional development of individual skills and that of other team members.
8. Operate information and communication systems to provide business and management information used to support and inform operational decision making.
9. Develop and maintain effective personal networks with partner agencies, suppliers and contractors etc. in order to maintain continuity and quality of service.
10. Communicate clearly and succinctly and use influence and persuasion to negotiate and achieve service objectives.

Assignment

1. Co-ordinate a range of Early Help services such as Family Support Workers, Parent and Family Support Workers and Family Focus Workers across a defined District or Borough Council area. This will involve bringing together relevant agencies such as Health, Schools and District Councils through the development of Area Advisory Boards to contribute to the development of appropriate support for children and families.
2. Responsible for the development and delivery of an operational Early Help plan and identified work programmes for the area. The plan will be in the context of the County Plan and the Somerset Children's Centre Outcomes and will implement the Somerset Early Help Strategy at area level. The Early Help Strategy has been approved by SCC Cabinet and provides a framework to ensure children and their families get the relevant support and that such support is provided by the appropriate agency. The Strategy also provides a framework for partners and relevant agencies across the area to develop together appropriate services for children and families.
3. Work with Health, Schools and other agencies such as District Councils to plan and implement the development across the area of the Common Assessment Framework. This process will provide the basis for the involvement of children, families and relevant agencies in the assessment of need and the development of family plans and appropriate interventions.
4. Act as a member of the SCC Early Help Board which is chaired by the Deputy Director for Children Services and reports through to the Children's Programme Board and the Health and Well being Board. The Board includes Strategic Managers from SCC and Senior managers from Health. Work with colleagues within that team to develop policy, review performance and direct and lead service development across the County. Will be responsible for implementing SCC policies across the area.
5. Ensure the effective management and deployment of Children's Centre staff, volunteers and other resources across the area to meet the needs of children and families with a particular focus on the most vulnerable (80% of resources). Work with partner agencies, eg health colleagues, schools, voluntary organisations, and Children's Social Care to ensure that needs are identified and services delivered to meet them as effectively as possible.
6. Lead the area management team for Early Help services and provide line management for 4 to 7 staff including Early Help Officer, Community Services Co-ordinator, Early Learning Area Co-ordinator and a number of Family Support Workers. Ensure the performance management and workforce development needs of the area are identified, met and that the team is continually reviewing and assessing relevant data linked to its performance. Hold the team to account to meet County Performance targets and expectations of Ofsted.
7. Work closely with Children's Social Care to ensure that the welfare and outcomes of children including those on Child Protection Plans are monitored. Where necessary work with Children Social Care to ensure the writing and presenting of reports relating to care proceedings and safeguarding processes. To oversee any required family assessments.

8. Ensure the development of an effective Area Advisory Board which reflects the views of parents and service users, key partners, stakeholders and the local community. The Board comprises of Senior Managers from Health, Job Centre Plus, Headteacher, Parents and other partner agencies. The Board will provide support and challenge to the Service Manager and his team to ensure that local needs are met and performance is maximised.
9. Manage a budget and appropriately account for how this is spent within SCC financial policy requirements or the requirements of external funders. Opportunities for the achievement of external funding will be maximised at all times. Will also be responsible for a range of other resources available across the area including Children's Centre buildings and mobile facilities ensuring that they are used and managed in line with SCC Health and Safety Policy.
10. Ensure that the Children's Centre services provided in the area meet the identified standards laid out in the Ofsted Children's Centre Inspection Framework. Will also oversee the implementation of the annual Children's Centre Self Evaluation Framework across the area including the development and implementation of an improvement plan.

Resources

The overall budget for the provision of Children's Centre services in an area will be in the region of 6m. The postholder is jointly accountable with the other Service Managers for the Early help budget. The postholder will be responsible for 20-30 staff working across the area including Early Help Officers, Early Learning Area Co-ordinators, Community Services Co-ordinator, Parental Engagement Officer, Family Support Workers and Play Workers. Will directly line manage 4-7 members of staff. There will also be volunteers recruited and deployed to support children and families.

Relationships

The postholder is a member of the SCC Early Help Board which is Chaired by the Deputy Director for Children Services and reports through to the Children's Programme Board and the Health and Well being Board. The postholder works with colleagues within the Team to review performance and direct and lead service development across the County.

The postholder is line managed by the Strategic Commissioner – Early Help and Complex Families and works with colleagues within Learning & Achievement, Children's Social Care and other staff from SCC services across the County Council. There is also contact with MPs, elected Members at County, district and town/parish levels.

The postholder works closely with members of the Early Help Services Team across the area and also with managers and staff from key partners in the delivery of this service notably colleagues such as GPs, Health Visitors, Midwives, staff from Job Centre Plus, Family Mentors, Housing Associations, School staff including Head teachers, PFSAs, SENCOs and Early Years providers.

The postholder works with children and families who use the service, members of local community groups and other organisations in the voluntary and community sector.

[This post is subject to clearance of a DBS \(Disclosure and Barring Service\) check.](#)

KEY COMPETENCIES

QUALIFICATIONS	
Essential	Desirable
<ol style="list-style-type: none"> 1. Educated to Degree Level (with Professional Qualification for Team Management posts engaged in professional supervision and adjudication, i.e. Qualified Social Worker, Health Professional or a Higher Education recognised qualification in Leadership). 2. Evidence of work related continuing management development. 	

EXPERIENCE AND KNOWLEDGE	
Essential	Desirable
<ol style="list-style-type: none"> 1. Substantial managerial experience and skills gained at a senior level , including making a contribution to the corporate management of an organisation where required. 2. Significant knowledge and experience of the development, agreement and delivery of service plans. 3. Demonstrable experience of partnership working including the ability to influence and, where appropriate, lead multi-agency groups and projects to deliver services and initiatives. 4. Sound understanding and practice of multi-disciplinary working. 5. Demonstrable experience of engagement with communities and customer feedback channels to shape and inform improved customer services. 6. Demonstrable experience of operating equality and diversity measures in the local commissioning and delivery of services. 7. Track record of the flexible use of financial and other resources (including the service commissioning framework and opportunities for income streams) in the delivery of services on time and within budget. 8. Demonstrable experience of the effective deployment, continuing development and supervision of professional and other staff resources. 9. Sound understanding and experience of the use of 	

<p>information and communication systems to inform operational decision making and recommendations/actions concerning service improvement.</p> <p>10. Significant experience of the operation and achievement of performance management and quality assurance models.</p> <p>11. Change management experience.</p>	
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PERSONAL ATTRIBUTES	
Essential	Desirable
<ol style="list-style-type: none"> 1. Promotes the need for change and acts as a role model for change. 2. Positive, committed, adaptable, thorough and confident approach. 3. Ability to work to deadlines and to motivate others to work effectively and demonstrate a duty of care. 4. Committed to diversity in service delivery and employment. 5. Innovative and creative approach to service development and value. 6. Customer- and Communities- focussed. 7. Personal integrity. 8. Drive and self-motivation – “can do” attitude. 9. Sound analysis and decision-making in dealing with complex service delivery and/or policy development matters. 	

Somerset County Council Leadership Behavioural Competencies

Please refer to the link below for further information:

http://enterprise.somerset.gov.uk/HR/Documents/Management_competencies_summary_document.docm.doc

Agreed that the Job Description is a fair and accurate statement of the requirements of the post:

Director Date