

<b>Role Title</b>	<b>Area Manager</b>
<b>Job Family</b>	<b>Families</b>
<b>Location</b>	<b>Early Help</b>
<b>Pay Scale</b>	<b>PO8</b>
<b>Purpose</b>	
<p>To manage, maintain and develop a professional service area ensuring the delivery of the service meets all Council, professional and legislative requirements.</p> <p>To manage and provide strategic leadership to the Waltham Forest's Children and Family Centres.</p>	
<i>Generic Accountabilities</i>	<i>End Results/ Outcomes</i>
Control operational activities within the service area and ensure professional standards are delivered.	<p>The service is delivered to the quality, Council, professional and legislative standards required.</p> <p>Integrated service development and delivery is informed by client, partner and stakeholder views, latest thinking, good practice and legislative requirements.</p> <p>Corporate strategies are effectively implemented within area of responsibility.</p> <p>External inspections are managed effectively.</p> <p>Service delivers excellent customer service.</p>
Develops team plans to meet strategic business goals. Ensure business plans align with wider service plans.	<p>Team plan and targets for area of responsibility are developed from Services overall strategic directives and agreed and communicated within required timeframe.</p> <p>Strategic and operational input is provided to wider business planning and development, including liaison/links with partner organisations</p> <p>Progress against objectives is effectively monitored and delivered.</p>
Assure professional standard of case management and the effective management of risk within the service area.	<p>Provision of agreed intervention is effectively delivered / co-ordinated / monitored to support children and young people to achieve their identified outcomes.</p> <p>Complex and high risk cases are managed in line with quality, national and legislative standards.</p> <p>Children and young people who present a risk to others are managed in line with quality, national and legislative standards to reduce and minimise that risk</p>

	<p>Implementation of statutory duties where required.</p> <p>Vulnerable individuals are protected.</p>
<p>Advise senior managers on issues relevant to the service area. Provide professional support, challenge and advice to colleagues, managers and partner organisations.</p>	<p>Expert professional advice, interpretation, information, support and challenge are provided to Waltham Forest and external parties on the full range of operational, legislative and strategic issues within the field of expertise.</p> <p>Responses to major corporate or partner initiatives / complex operational issues are managed effectively.</p> <p>Keeps service up to date of relevant information new developments, practices, research findings and trends.</p>
<p>Lead, motivate and develop staff to create and maintain a highly competent and participative workforce.</p>	<p>The team is highly competent, effective, motivated and outcome focussed</p> <p>Recruitment, induction, development, performance reviews, employee relations and all HR processes and planning is completed to the required standards and timescales.</p> <p>Effective team meetings take place to required timescales.</p> <p>Develop and embed an ethos and practice of whole family working</p>
<p>Manage the resources necessary for the professional service area to meet/exceed its objectives.</p>	<p>Resources including, equipment, people, and systems are utilised optimally and efficiently.</p> <p>Annual budget is planned, developed and delivered. Value for money is maximised.</p> <p>Financial expenditure and financial integrity are controlled to assure regulatory and Council policy compliance.</p>
<p>Prepare and present a full range of reports (both standard and non-standard) covering area of responsibility.</p>	<p>Reports are prepared, distributed / presented to the appropriate committee/ to the required standards and timescales.</p> <p>Evidence based recommendations are made.</p>

Ensure the successful implementation of health and safety legislation, policies and practices.	<p>Risks to staff and others are assessed and managed.</p> <p>Suitable health and safety instruction and training are provided.</p> <p>There is a safe working environment.</p>
Act in accordance with all policies and procedures which apply to the job and understand the reasons for this.	<p>All policies and procedures are complied with ensuring that work is in line with the Early Help service delivery plan.</p> <p>Through the use of EHA or ASSET accurately assess need and risk and plan intervention's to address them</p>
<b>Job Specific Accountabilities:</b>	
<p>Lead on the delivery of high quality casework and management oversight of Early Interventions.</p> <p>Ensure operational leadership, building a relationship with the single front door and delivery of either a EHA, ASSET or single assessment.</p>	<p>The service is delivered to the quality, Council, professional and legislative standards required. Integrated service development and delivery is informed by client, partner and stakeholder views, latest thinking, good practice and legislative requirements.</p> <p>Corporate strategies are effectively implemented within area of responsibility. External inspections are managed effectively. Service delivers excellent customer service.</p> <p>Decisions are monitored, external agencies informed/and or timely action taken. Ensure compliance with record keeping and data processing systems ie framework.</p> <p>Positive outcomes are achieved for children and young people through the team around the family process.</p> <p>Early help services should lead to a reduction for need for families to access specialist services.</p>
Lead the work of the Early Help/Children and Family Centres services to secure its success, its accountability and its continuous improvement across an area.	<p>The quality and level of collaboration within clusters, other services and the whole community reflects and responses to the needs of families with young children.</p> <p>To coordinate and hold the Provider accountable for delivery of Early Childhood services by ensuring contract compliance. Managing service complaints and quality standards.</p> <p>Effective weekly partnership meetings take place to ensure the smooth workflow of cases between provider and targeted service</p>
Effective commissioning and contract management of children's services.	<p>Ensure value for money and contract compliance.</p> <p>Responsibility for the coordination of both the commissioned and targeted services delivered across a</p>

	<p>service area.</p> <p>Ensure that the new commission service works in partnership with the Early Help targeted services, this will involve negotiating, challenge and problem solving to ensure commissioned service providers are fully compliant with the delivery outcomes.</p> <p>Lead and ensure the delivery of services is joined up and transitions of families between teams are seamless.</p>
Ensure the delivery of safeguarding services to children and young people.	<p>Policies, procedures and controls ensure that the area of responsibility is compliant with all relevant legislation, codes, regulations, guidelines, standards and best practice. Improved outcomes for children and families in Waltham Forest.</p>
Monitor Service Performance and recommend improvements. Undertake quality control, service and case auditing systems in relation to the services for which the post is responsible.	<p>Analyses and identifies performance trends. Monitors the performance of the local authority and commissioned services making recommendations for improvements.</p> <p>Takes a proactive approach to addressing issues of drift and delay of cases.</p>
Deliver change management and positive culture change across the service.	<p>High standards of professional practice.</p> <p>Staff behaviours are in line with corporate competency framework. Promote learning as part of practice improvement and change management.</p>
Support Partnership arrangements and develop partnership working within area of responsibility.	<p>Promote partnership working with key partners to deliver Integrated and comprehensive early childhood and early intervention services in partnership, service providers, stakeholders and other similar post holders in neighbouring boroughs. Work in partnership with senior colleagues statutory and voluntary partners and commissioned services to assess need and reduce risk. Partnership working groups produce valid and timely outputs.</p>
Identify potential sources of income and funding including government initiatives. Implement an appropriate charging policy for some of the centres activities.	<p>Income generation from grants or activities is achieved.</p>
Develop strong governance frameworks with responsibility for proposing and implementing standards, policies, protocols, operating procedures and a programme of staff development and training. This includes	<p>Governance that represents the community supports and challenges the management team.</p>

reporting to and working with the Advisory Board on a regular basis.	
Prepare for and take the lead at Ofsted inspections for Early Help and Children and Family Centres.	Early Help services are evidenced and delivered in accordance with the Ofsted Framework to achieve a Good or Outstanding assessment. Action plans are produced as a result of feedback from Ofsted Inspections and actions are taken.

### ***Nature of Contacts***

Senior managers, directors, members, external bodies and partners, to build effective relationships, represent the service, and to provide expert advice and guidance on sensitive and complex issues. Attend court chair meetings of internal / external partners and other agencies to manage complex cases.

Diverse internal and external contacts / partners to generate and co-ordinate original ideas and policy / practice developments, share best practice and ensure the integration of related projects /programmes. Consult with stakeholders to identify requirements.

Co-ordinate responses from other agencies on operational issues and to deliver service in partnership.

Interaction with others and the ability to influence and motivate are fundamental to the role. Sensitivity, persuasiveness, negotiation and assertiveness skills are required to communicate with diverse audiences.

Direct line management of teams of staff.

A member of the Children and Families Senior Management Team.

### ***Procedural Context***

Controls the deployment and allocation of service resources within overall corporate and legislative framework. Accountable for the performance of the service area against agreed objectives. Develops service plan for area of responsibility and contribute to long term wider service planning. Professionally accountable for interventions within area of responsibility.

Exercises professional judgement in assessing risk to children and young people or others and quality assurance of service. Manage complex / high risk issues within a framework of policy and procedures. Creative and innovative problem solving of complex issues, often in situations where there is ambiguity and a significant degree of judgement is required in relation to risks outside the remit of existing policy. Think and act strategically in decision making in a complex professional and political environment. .

Development of policies and procedures and strategy for own area. Lead in partnership development, working with a range of agencies and extended services to meet strategic, legislative and Government policy requirements.

### **Key Facts and Figures**

Enhanced DBS Clearance.

### **Resourcing**

Budget Responsibilities: **0.6 million Early Help targeted services plus 0.25 million provider services**

Supervisory Responsibilities: Direct line management Lead Family Support Manager P04, Children and Family Centre Officer, Scale 6, Early Help Engagement Advisor, S01 (Total number of staff 10 FTE)

### **Competency Level: Senior Manager**

### **Knowledge, Skills and Experience**

- A proven record of successfully providing operational leadership and management of the direct provision of high quality services.
- Experience of budget monitoring and management.
- Proven track record of developing a service to meet the diverse needs of the community.
- Experience of developing effective partnerships with statutory agencies and voluntary organisations.
- Demonstrable track record of working in conjunction with members and or senior managers and partners and service users in order to achieve service improvement.
- Experience of contributing at an operational level in delivering service improvement.
- Experience of being accountable for the managing performance of people and management systems
- Experience of operating within the Children Act 1989 or other legislative framework concerned with children and young people
- Ensuring compliance of organisation policies and procedures.
- Experiencing of managing projects and contracts successfully and being responsible for commissioning and procurement.
- Experience of leading culture change within an organisation.
- Experience of successfully influencing and an organisations practice and outcomes.
- Knowledge of statutory framework for child protection and the safeguarding of looked after children.
- Ability to deliver presentations or contributing to seminars or training events
- Ability to demonstrate a commitment to valuing diversity and promoting equality.
- Ability to manage, motivate and develop staff to achieve organisation priorities.

- Ability to promote a compelling vision and take action to deliver improved outcomes.
- Ability to work both corporately and with partners to seek new and better ways of doing things

### **Indicative Qualifications**

Educated to degree standard or equivalent

Recognised relevant alternative professional qualification DipSW, PGCE, Police Officer ,or Relevant Professional child or family focused qualification including NPQiCL etc”

Substantial Continuing Professional Development

The above profile is intended to describe the general nature and level of work performed by employees in this role. It is not intended to be a detailed list of all duties and responsibilities which may be required. This role profile will be supplemented and further defined by annual objectives, which will be developed in conjunction with the post holder. It will be subject to regular review and the Council reserves the right to amend or add to the accountabilities listed.