

Service Manager

Service	Reporting to	Location	Grade
Residential	Head of Service	Civic Centre Campus /Residential Children's homes	5C

About the role

- To be a part of Childrens Service Management team, to contribute to the overall management of the residential service to ensure the needs of children and young people in Salford are met.
- To have overall responsibility for the performance management of the residential homes and teams and operational delivery of a residential service within the Children's Services Directorate.
- To support and develop innovative practice within Children's Services, focused on improving outcomes.
- To lead and supervise residential staff in line with the supervision policy and associated council policies, ensuring all staff are fully supported and can offer a good service to children, young people and families.
- To support high quality evidenced based practice, ensuring the service facilitates high support and high challenge.
- To undertake Human Resource processes where needed, ensuring all staff are fully supported and can offer a good service to children, young people and families.
- To support the Ofsted Preparation within Children Services, working closely with Partners.
- Work with full regard to Salford City Council's Values, Equal Opportunities, Health & Safety and Community Strategy policies
- You will lead and manage a team of Registered Managers, ensuring through supervision, direction, and by example, that the residential homes provide the best possible outcomes for all young people.
- You must have the ability to develop the service, with an innovative approach, sharing a vision and culture that generates commitment to ensuring that services are responsive to the needs of service users.
- You will have experience of management including the development and implementation of improvement plans.
- You will ensure that the Children's Homes are always in compliance with the Quality Standards, Ofsted and Health & Safety requirements

- You will develop, oversee and manage the performance management of each home and strive to improve the individual Ofsted ratings of each home.
- You will know what services and resources are available to support young people and you will ensure the team is up to date with all new developments, legislation, policies, and that they receive appropriate training and development.
- You will ensure that the Registered Managers are regularly supervised and receive an annual PDR.
- You will oversee and monitor all regulation 44 visits and regulation 45 reports as well as Ofsted notifications.
- You will liaise with HR, LADO and all key professionals and develop strong partnership working across all agencies.
- Ensure systems and recordings are in place to evidence progress of young people and ensure evidence is sufficient for OFSTED inspections. Ensure that all Ofsted updates are shared across the homes and that managers and staff are updated and trained sufficiently. Ensure systems and guidelines are in place for behaviour management, bullying and restraint. This must be current and accurately reflect the changing group of young people within the homes.
- Ensure regular checks and audits of young people's files are carried out and any remedial actions, if required, are completed satisfactorily in a timely manner.
- Ensure staff sickness levels are closely monitored in line with the attendance management policy and that a consistent approach is adopted across the homes.
- You will represent the residential services by attendance at key meetings across Children's Services and, where required, by way of contributing to the wider children's services planning and development.

Key outcomes

- You will offer advice, support and guidance to Registered Managers, their staff and colleagues across our key partner agencies, to ensure best outcomes.
- You will lead and manage a management team that meets regularly to share good practice, shared learning and Ofsted developments.
- You will oversee and manage the recruitment, training and development of staff to ensure the homes are appropriately staffed and developed in line with requirements.
- You will be responsible for supporting managers in risk assessments and, care planning for all new admissions and continuing reviews of care planning.
- You will work co-operatively with others by readily sharing ideas, information and knowledge, enabling full participation in assessment, planning, review and decision making. You will co-operate and work well with other professionals in pursuit of goals by sharing information, acknowledging contribution and supporting others.

- You will ensure that the safety and welfare of children, young people that you come into contact with during the course of your professional duties is paramount at all times, responding appropriately to signs of harm, abuse and neglect.
- You will have oversight and management of the day to day delivery of all aspects of the residential service. Your role will have a focus on the quality and improvement of residential practice and service delivery
- You will lead on organisational changes and service contingency plans to support sustainability. This will focus on ensuring all work is outcome based and achieved within statutory expectations.
- You will be accountable to the Head of Service for the development and delivery of effective service provision and to inform strategic plans and priorities.
- You will be accountable to the Head of Service for staff care and development of team, for the health and safety of staff and individuals, and the safety of equipment and operations within the team.
- You will lead on effectively addressing the areas of learning from the Ofsted inspection, to ensure good and outstanding services are in place for all children, young people and families.
- You will be responsible for ensuring documentation, record keeping, accounting and communication is maintained and effective information strategies and systems are in place to enable appropriate sharing of data and information.
- You will ensure that services are targeted, developed and delivered within policy and legal obligations and that budget management is maintained.
- You will manage organisational change and development requirements in light of internal and external trends and influences, by keeping up to date with all new legislation, guidance and Corporate and Directorate policies and procedures.
- To contribute towards the preparation and updating of policies and procedures.
- You will support, encourage and motivate Registered Managers and their staff teams to ensure that every young person is supported to become a confident, resilient adult by focusing on building strong relationships, developing resilience, learning life skills and exploring opportunities to help them achieve their goals.
- You will ensure that young people are involved in discussions and decision making, ensuring that co-design and the young people's voice is core to all aspects of delivery.
- You will promote the Children In Care Council, to all young people, living in the homes, to enable their voices to be heard.
- Through your drive and passion you will ensure that the service operates at the highest standard, providing highly responsive care, built on trusting relationships.
- You will ensure that there are robust effective systems in place that provide suitable evidence to Ofsted.
- To confidently enforce a high support, high challenge culture within our outcomes resolution duties.
- You will contribute positively to the Business Plan Objectives and vision, by implementing and monitoring performance of strategic plans and ensuring that objectives within all relevant plans are met.

- You will work collaboratively and inclusively with colleagues, partners and members of the public ensuring equality of opportunity for everyone and eliminate direct or indirect discriminatory practices/behaviour
- You will ensure the regular and effective analysis, monitoring, measurement and maintaining of the performance of the team to ensure impact on outcomes for children and families is understood.
- To analyse monitor and support each member of the teams contribution towards these in order to secure continuous improvement in the services provided and address any issues which may affect service delivery.
- To ensure that systems are put in to effectively recruit and train employees appointed to the service and in line with the Safe Recruitment Policy.
- You will ensure that you develop and maintain excellent working relationships with service areas and external partners to ensure good practice is maintained and improved.

What we need from you

- To model and demonstrate our values and leadership behaviours.
- Within the last 5 years worked for at least two years in a position relevant to the residential care of children and worked for at least one year in a role requiring the supervision and management of staff working in a care role.
- Professional credibility through proven relevant experience
- Enhanced DBS clearance.
- Social work England registered if Social Worker or NVQ Level 5 in Leadership and Management
- You will have extensive experience of managing and supervising a range of staff, including attendance management and appraisals, with a proven track record of delivering an effective service.
- You will have substantial and relevant experience of working with complex young people.
- Detailed knowledge of legislation and Policy in relation to children and families, National Quality Standards, Children's Homes Regulations and Safeguarding Frameworks.
- Rigorously monitor and self-assess against standards, regulations and Ofsted inspection frameworks, intervening constructively when required.
- Effectively review the homes Statement of Purpose.
- Strong budget management skills.
- Ensure quality assurance, undertake effective audits, deliver against key performance targets and ensure positive impact on staff and outcomes.
- Ability to translate complex ideas and information into meaningful and 'user-friendly' information; ability to 'tell the story' to bring people along and ensure all audiences understand the key messages.
- Ability to motivate, engage and develop people to deliver shared outcomes.
- To be an excellent communicator using various mediums to achieve the best results.

- To build strong, collaborative relationships to find creative ways to make services more sustainable and flexible.
- Ability to address complaints effectively by acting as an investigating officer when required.
- You will demonstrate effective influencing skills and an ability to deal with conflict/confrontation by displaying confidence and reasonableness when advising on and discussing potential contentious issues.
- Ability to communicate equally, appropriately and effectively with the widest range of individuals and groups across all sectors and levels of society
- To keep informed of all changes and developments in legislation, practice, regional and national resources and all other related issues which have implications for social work practice and procedures provided by the Authority, and disseminate as appropriate to the managers and staff teams.
- You will ensure that all information received and disseminated, whether verbal or written, concerning all employees, prospective employees or clients, is treated in the strictest confidence, and that all such information held is regulated and controlled in a similar manner.
- You will actively promote equality by identifying potential for discrimination and challenging inequality in all circumstances. Through personal example, open commitment and clear action, you will ensure diversity is positively valued.
- You will carry out your duties to the highest standard, with full regard to the City Council and Service's policies, procedures, protocols and Code of Conduct.
- You will provide inspirational leadership and lead by example to enable staff to support children and young to improve their outcomes and to enable them to reach their full potential.
- To remain strength focused under challenging circumstances
- To demonstrate initiative, confidence and personal responsibility for action especially where solutions or ways forward are not clear.
- To be a skilled communicator who communicates with clarity, conviction and enthusiasm and is able to demonstrate integrity, create rapport and build trust and confidence.
- Ability to contribute to the development of positive and supportive team working relationships.
- To be determined and consistently persist with actions to achieve outcomes
- To bring together multi-faceted activities and teams to improve performance and/or resolve business critical issues.
- Analytical skills and using insight to inform change and plans.
- Hold a current Social Work England registration
- Excellent knowledge of Microsoft Office Systems.
- Ability to travel across Salford and Greater Manchester area either through use of a vehicle insured for business use or using public transport

What we can offer you

Your ongoing professional development and success in your role is important to us, and that is why we provide a variety of learning and development opportunities. Within the sections below you will find development options tailored to you which will enable you to further develop your existing skills and learn new ones at a pace that suits you best. If you are joining us now, your development will form part of ongoing discussions with your manager. If you are an existing employee, you should use your Personal Development Reviews to discuss your development with your manager and create your development journey. It's important you also take full advantage of any informal learning available to you during the course of your work.

Developing your leadership skills

We want to equip our leaders with the knowledge, skills and behaviours outlined in our #LeadingSalford programme. Our aim is to support you to lead highly engaged, motivated teams in today's rapidly changing environment. This will be achieved through a range of bite-size Master Classes designed to help you meet the expectations that we have of our Salford leaders. In addition to the core Master Classes, we also provide accredited leadership programmes which let you build on your experience, learn about emerging approaches, and further develop your leadership practice.

Online learning

Develop your knowledge across a wide range of areas through our Me-Learning platform, with over 200 free courses to choose from. To have the best possible start and comply with current legislation, you must complete the following modules: Welcome to Salford, Health and Safety in the Office, GDPR, Equality Essentials, and Safeguarding Children and Adults. You may also benefit from a variety of courses in categories such as Business Skills, IT and Project Management which are available to learn at your own convenience and pace.

Professional Development

Gain role specific skills and time to learn through a wide range of development opportunities. Learn whilst working and get support towards your qualification through an apprenticeship standard. Access professional development ranging from entry level to master's type qualifications, including achieving a role appropriate qualification. Details can be found on [the Institute of apprenticeships](https://www.instituteforapprenticeships.org/) website.

Tailored Development

Level 5 Diploma in Leadership and Management for Residential Childcare; Social Work degree

A digital organisation

Developing your digital skills

Our ambition is to provide our workforce with the right level of digital capabilities needed to be successful. Whatever your current digital abilities are, we can provide development ranging from essential workplace skills to specialist workplace skills. These will be delivered through our Digital Skills Academy using both self-directed and guided learning opportunities to enable you to develop. Additionally, you can access free online courses through the [iDea website](#).

Sharing your digital skills

Our goal is to support you to share your digital knowledge with other people. Our Digital Eagles programme has been designed to cover basic digital skills and build your confidence to assist others. By the end of this programme, you will join hundreds of staff members who already are digital eagles, and be able to help colleagues, customers, residents, or people in your personal life with all things digital.

Our leadership behaviour framework

Leadership is action, not a position. It's not just what we do but how we do it.

Whatever your role at Salford, we all strive to achieve our vision and the best outcomes for the residents and communities of Salford.

As leaders, we all have an important part to play in achieving our organisational and service priorities. These priorities give us direction and a shared purpose in our roles and should be the focus when making decisions.

We can help make these priorities a reality by living and breathing our Salford values and leadership behaviours.

This framework is broken down into three main areas:



This behaviour framework will support us all to reflect and hold ourselves, and each other to account, as we strive for continuous improvement.

Full details of how this framework shapes our Leaders and is delivered in the workplace can be found on the [Salford Leadership](#) pages of our [greater.jobs](#) website.

Our organisation's values

We have four values: Pride, Passion, People, Personal responsibility.

[Our four values](#) are central to the way we communicate about the council and the way in which we behave with colleagues, customers, and partners - so that we live and breathe our values each day.

Our values



Pride

Passion

People

Personal responsibility

Application guidance

We are a values-based organisation so reflecting our values or a values-based approach in your evidence will support your application.

The different sections of this role profile are there to give you an understanding of the purpose of the role. The 'what we need from you' section outlines the minimum criteria you will need to meet within your application.

Role details

Completed by:

Date:

Job code:

Job score:

Date of evaluation:

#HappytoTalkFlexible



Salford City Council