

# Role Profile

## Part A - Grade & Structure Information

<b>Job Family Code</b>	<b>13PCS</b>	<b>Role Title</b>	<b>Youth Offending Service Manager</b>
<b>Grade</b>	PS13	<b>Reports to (role title)</b>	<b>Early Help Assistant Director</b>
		<b>Directorate</b>	<b>Children, Families, Learning &amp; Communities</b>
<b>JE Band</b>	614-734	<b>Service</b>	<b>Children's Service</b>
		<b>Team</b>	
		<b>Date Role Profile was created</b>	<b>16/11/2018</b>

## Part B - Job Family Description

The below profile describes the general nature of work performed at this level as set out in the job family. It is not intended to be a detailed list of all duties and responsibilities which may be required. The role will be further defined by annual objectives, which will be developed with the role holder. The Council reserves the right to review and amend the job families on a regular basis.

<b>Role Purpose</b> including key outputs	<p>Lead the development of the Surrey youth justice services, services for vulnerable adolescents and the 'youth offer' to ensure young people that have emerging needs requiring multi-agency support are directed to the right help at the right time to support children to remain living within their families and to avoid escalation to statutory services because their circumstances have deteriorated.</p> <p>Lead the county response to issues effecting young people such as youth crime, exploitation, radicalisation and missing children.</p> <p>In partnership with key stakeholders and the voluntary and community sector lead the transformation and delivery of a 'youth offer' that meets the needs of young people and prevents escalation of risk.</p> <p>Report and advise the YOS Management Board on all aspects of youth justice performance and service delivery including regular dialogue with the Management Board Chair.</p> <p>Ensure suitable protocols, policies, procedures and service level agreements are in place. Produce an annual Youth Justice Plan in accordance with YJB conditions of grant.</p> <p>Respond to YJB initiatives at a national level and maintain good working relationships with the YJB advisors.</p> <p>Ensure that an information system is in place to provide the required statutory data and that services are delivered appropriately to local and national standards or targets and agreed timescales.</p> <p>Foster close working relationships with Children's Centres, early years settings, schools, GPs, health visiting and school nursing services, youth centres and SEND teams and set up/support systems that will support lead professionals/case co-ordinators to conduct early help assessments and good quality plans to support and meet children and families' needs. Put in place escalation processes so that where young people's needs escalate or are not being met, multi-agency discussion and support can be accessed and step up arrangements are in place to address significant impairment to the young persons health/development or significant harm to the child.</p> <p>Ensure that all work with families is done so on the basis of openness and partnership, that parents and children are treated with respect and that their consent and agreement to services is explicitly sought where necessary.</p>
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	<p>Lead services to ensure consistent application of a Motivational Interviewing approach to working with families to better engage them and ensure children's needs are being appropriately met. Work closely with colleagues in statutory services to ensure that families are stepped down from statutory services at the appropriate opportunity.</p> <p>Establish a network of contacts, liaising and working in partnership with them to meet the legislative requirements. This will require the post holder to develop positive and supportive working relationships with a range of other individuals and organisations. The post holder needs to have a flexible and creative approach to lead, support the delivery of key targets and objectives and ensure that services are developed which are sensitive to the differing needs of all parents and children across the County, that they are informed by their views and built on models of good practice in Surrey and elsewhere.</p> <p>Develop and maintain a performance culture in area of responsibility, taking account of national and local requirements and taking specific responsibility for performance targets for agreed indicators and effective complaints management.</p> <p>Quality assure the work undertaken in their service area, undertaking audits and systematically tracking and analysing information to improve service performance.</p> <p>Ensure that high quality supervision and development support for staff takes place in their service area to improve outcomes for children, young people and families and aid staff retention.</p> <p>Ensure the views, feelings and wishes of children, young people and their parents /carers are ascertained and used to appropriately develop plans to meet the child's needs and inform the development and performance of services.</p> <p>Lead and participate in multi-agency groups to improve outcomes and services for children, young people and families.</p>
<b>Work Context</b>	<p>Children's Services ensure that children with needs are identified early, that they and their families are offered help at the earliest opportunity, and that the majority of children's needs will be met without statutory intervention. Where statutory intervention is necessary children and their families journey from statutory services as soon as their needs have been met to live safely with their birth family. High quality support is provided to parents and families to make it more likely for children to be able to live with their birth family. If children's needs cannot be met in birth families, they will be placed with permanent alternative families wherever possible.</p> <p>Service Managers instil in all of their services an ethos of personal accountability in providing high quality services and improving the lives of children and young people. They forge positive and beneficial relationships with partners (such as parents/carers, foster carers, schools, health services, police, voluntary organisations and districts and boroughs) to ensure the integrated delivery of services and work innovatively to create efficiencies of scale and pool resources in order to maximise the use of public funds.</p> <p>In most situations, the Service Manager delegates front-line operational management to Team Managers. The Service Manager supports Assistant Directors and Directors in implementing their portfolio of responsibilities by leading on project work and deputising for the Assistant Director where required.</p>
<b>Line management responsibility</b> if applicable	Directly responsible for up to 6 Team Managers.
<b>Budget responsibility</b> if applicable	Responsible for staffing budget of c £2m and a children's centre budget: c£6.5m. Family Support Programme c£2m.

<p><b>Representative Accountabilities</b> Typical accountabilities in roles at this level in this job family</p>	<p><b>Risk Management</b></p> <ul style="list-style-type: none"> <li>• Manage risk in relation to service delivery ensuring safeguarding issues are addressed, and contribute to the corporate risk management framework.</li> </ul> <p><b>Service Development</b></p> <ul style="list-style-type: none"> <li>• Evaluate existing service provision taking account of feedback and broader external developments, to ensure innovative solutions are proposed to maximise service quality, efficiency and continuity.</li> <li>• Drive change and embed new ways of working to ensure high quality service delivery and value for money.</li> </ul> <p><b>Planning &amp; Organising</b></p> <ul style="list-style-type: none"> <li>• Develop and ensure implementation of operational and service plans and policies, play a key role in long term plans to develop and implement new initiatives and operational systems.</li> <li>• Assist in the production of service plans, including the setting, monitoring and evaluation of service targets.</li> </ul> <p><b>Finance/Resource Management</b></p> <ul style="list-style-type: none"> <li>• Plan, control and monitor allocation and use of allocated budget/resources/funding effectively to ensure maximum value is delivered.</li> <li>• May have indirect influence on significant commissioning budgets.</li> </ul> <p><b>Work with others</b></p> <ul style="list-style-type: none"> <li>• Liaise internally and externally to ensure the department/service issues are appropriately represented and acted upon to enhance service delivery.</li> <li>• Work with a range of agencies and partners to develop services in line with government policies, and to promote and coordinate initiatives.</li> </ul> <p><b>People Management</b></p> <ul style="list-style-type: none"> <li>• Manage the service delivery of teams and units and ensure all cases, including complex and high risk are progressed in line with quality, national and legislative standards.</li> <li>• Lead, motivate and develop individuals using a coaching approach, to better meet current and future requirements.</li> </ul> <p><b>Duties for all</b></p> <p>Values: To uphold the values and behaviours of the organisation.</p> <p>Equality &amp; Diversity: To work inclusively, with a diverse range of stakeholders and promote equality of opportunity.</p> <p>Health, Safety &amp; Welfare: To maintain high standards of Health, Safety and Welfare at work and take reasonable care for the health and safety of themselves and others.</p>
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<p><b>Education, Knowledge, Skills &amp; Abilities, Experience and Personal Characteristics</b></p>	<ul style="list-style-type: none"> <li>• Degree or equivalent professional qualification/registration plus substantial experience at a senior management level in a specialist area.</li> <li>• Deep understanding of relevant legislation and practice standards.</li> <li>• Deep knowledge and awareness of broader contextual factors affecting national service delivery.</li> <li>• Ability to exercise a significant degree of interpretive and constructive thinking and evaluative judgement appropriately.</li> <li>• Extensive knowledge of the concepts of change management, project management and continuous improvement, and their practical application.</li> <li>• Proven ability to manage budgets and available resources to deliver effective support to their area of responsibility.</li> <li>• Strong written and oral communication and interpersonal skills with high level negotiation and influencing skills, and the ability to build effective relationships with colleagues and a range of external partners.</li> <li>• Competent in a range of IT tools including MS Office and database management systems and able to promote the use of IT systems within the service.</li> <li>• High level problem solving and analytical skills with the capacity to devise and implement innovative solutions for strategic change.</li> <li>• Proven ability to assess risks and benefits and respond appropriately.</li> <li>• Clear evidence of political acumen.</li> <li>• Wide experience in successful leading, motivating, coaching, mentoring and developing staff.</li> <li>• Satisfactory DBS clearance might be required.</li> </ul>
<p><b>Details of the specific qualifications and/or experience if required for the role in line with the above description</b></p>	<ul style="list-style-type: none"> <li>• Substantial experience in assessing the needs of, and undertaking direct work with children and young people, together with a track record at Team Manager level of improving children and young people's lives.</li> <li>• Wide ranging experience of working with parents, families, carers and networks to achieve optimal outcomes for children and young people.</li> <li>• Able to demonstrate understanding of the needs of children/young people in their specialist area with the ability to work with the Assistant Director and Directors, partners and other parties to develop and implement plans and actions that ensure improvement.</li> <li>• Ability to evidence skills in Motivational Interviewing/willingness to learn: proven ability in partnership working and in providing purposeful high quality supervision that has impacted on improved outcomes for children, young people and families and staff retention.</li> <li>• Satisfactory DBS clearance is required.</li> <li>• Willing and able to travel around the county to meet the demands of the role, to work from different sites, and work evenings and weekends if required in line with service needs.</li> </ul>
<p><b>Role Summary</b></p>	<p>Roles at this level plan, organise and manage large and complex teams or specific service areas, and /or coordinate activity across different functions to contribute to the council's social care and inclusion duties. Their work usually includes policy development, developing and implementing operational plans and helping to develop and deliver strategy. Planning takes place over a longer period (year or more). They will require a full understanding of a professional or specialised field and will work with those both inside and outside the organisation, to influence the development of services or delivery of specific projects or council objectives. Roles at this level require extensive management experience and high level expertise. They exercise a significant degree of flexibility and independence for decision making within their particular functional area, working to broad parameters and policy guidance.</p>



