



# CHILDREN, SCHOOLS AND FAMILIES JOB DESCRIPTION

## JOB DESCRIPTION

<b>JOB TITLE:</b>	<b>Workforce &amp; Practice Development Manager, Children's Social Care and Youth Inclusion (CSC&amp;YI)</b>
<b>SECTION:</b>	<b>Quality Assurance &amp; Practice Development Division (QAPD)</b>
<b>GRADE:</b>	<b>MGA</b>
<b>DATE:</b>	<b>February 2019</b>

## REPORTING RELATIONSHIPS

**REPORTS TO:** Head of Service, Quality Assurance & Practice Development (QAPD)(who is also the Principal Social Worker, CSC&YI)

**STAFF MANAGEMENT RESPONSIBILITIES:** Practice Assessment Manager; matrix managing the Practice Assessor

## PRIMARY AIMS OF THE ROLE

- To manage and lead the Children's Social Care and Youth Inclusion (CSC&YI) Workforce and Practice Development (WPD) Team
- In partnership with the Principal Social Worker (PSW) for CSC&YI and senior managers, to lead on the workforce development strategy and policy across the department, with this including qualified (i.e. social workers) and other CSC&YI staff, but not including business support staff
- To represent Merton CSC&YI on external working parties/'task and finish' groups such as those organised by local and central government (e.g. Skills for Care, DfE, LGA), and Higher Education Institutions (e.g. Universities)
- In consultation with senior management, to represent Merton in relevant local and national research projects
- To lead on CSC&YI initiatives which deliver policy, practice and programmes that create an environment of 'best practice' and a workforce



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'fit for purpose', with these initiatives meeting Employer Standards and the HCPC 'Standards of Conduct, Performance and Ethics'

- To give information, advice and support which assists the Principal Social Worker (CSC&YI) in the performance of their role and, if needed, to deputise in their absence at internal/external meetings and conferences
- In partnership with the Practice Assessment Manager, to give advice to staff about their CPD - including the facilitation of 'Career Clinics'
- To use the learning gained from 'Career Clinics', from training evaluation forms, and internal CPD/L&D surveys to organise and deliver the CSC&YI L&D/training programme
- In consultation with senior managers, to lead on the development of the CSC&YI Management Development L&D/training programme
- To lead in developing/managing/quality assuring the Merton Assessed and Supported Year in Employment (ASYE) scheme across children's and adult services
- To work with the Practice Assessment Manager in placing students from HEI's, Step Up and Frontline in Merton CSC&YI and then quality assuring these placements
- In partnership with the Practice Assessor, to support and mentor social workers who practice educate/supervise social work students on placement and the assessors of NQSWs on their ASYE
- In partnership with the Practice Assessment Manager, CSC&YI team managers to authorise Post Qualifying education for social workers
- To act as an agency representative at relevant meeting and work streams arranged by the South West London Teaching Partnership (known as 'Developing Together'), and to sit on relevant Kingston University Boards and Panels
- In partnership with the Practice Assessment Manager and Head of Service, QAPD/Principal Social Worker to oversee allocated budgets. ensuring any income/funds/grants are applied for on time, correctly received and appropriately used (specifically ASYE funding from DfE, the daily placement fee from HEIs for student placements)



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### MAIN DUTIES and RESPONSIBILITIES

#### STAFF MANAGEMENT

- To manage the CSC&YI Workforce and Practice Development Team, with this including the Practice Assessment Manager (with supervision responsibilities), and to matrix manage the Practice Assessor and team Business Support Officer.
- To ensure the Workforce and Practice Development Team drives forward and manages strategies and initiatives connect to Employer Standards; the CSC&YI Health Check; the CSC&YI workforce development strategy
- To be an integral part of the Merton CSC&YI Quality Assurance process
- To promote and drive continuing improvement in service delivery where it relates to workforce development, achieving this by using current research and 'best practice' initiatives

#### WORKFORCE and PRACTICE DEVELOPMENT

- To work with the Head of Service, QAPD/Principal Social Worker (CSC&YI) in promoting and quality assuring the CPD and good practice of social workers and other CSC&YI staff
- To offer information, advice and support to the Principal Social Worker (CSC&YI) and to deputise in their absence at relevant internal/external meetings, meetings with specific teams/staff and service users
- To organise and manage the CSC&YI Social Work Board (chaired by CSC&YI Assistant Director)
- To have expert knowledge of social care workforce development issues at an organisational, regional, London and national level, with this including initiatives/programmes run by the DfE and Skills for Care; and then using this knowledge to inform CSC&YI workforce strategy, planning and training
- To work with the Head of Service, QAPD/Principal Social Worker (CSC&YI), Practice Assessment Manager and Senior Managers to identify workforce development needs at a service, departmental, team and individual level



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- To attend recruitment fairs at Universities, Community Care Live and sponsored conferences
- To produce reports for Senior Managers and others as needed

### **LEARNING & DEVELOPMENT**

- To ensure that training needs assessments/analysis are carried out (via Survey Monkey and other tools) at least annually and that the results from these inform the next L&D/training programme
- To lead on the development and implementation of an innovative, responsive and flexible L&D/training programme for CSC&YI
- To oversee the day-to-day commissioning and running of the CSC&YI training programme which includes the commissioning of facilitators/trainers
- To promote Evidence Informed Practice (EiP) within CSC&YI, with this including the commissioning of Making Research Count (MRC)
- To provide advice, guidance and support to all levels of staff in relation to their CPD, specifically via career/CPD clinics
- To ensure all PQ and internal training courses meet the needs of the organisation, teams, and individuals and are delivered at a competitive price and within budget
- To actively promote, and facilitate where necessary, research projects (in partnership with HEIs/'Developing Together')

### **PARTNERSHIPS**

- To actively promote Merton CSC&YI at Teaching Partnership and other meetings at a local/London/national level (e.g. Skills for Care, DfE)
- To maintain and develop partnerships with HEIs delivering occasional 'guest lectures' and sitting on relevant Boards and Panels

### **POST QUALIFYING (PQ)/HIGHER LEVEL STUDY & MANAGEMENT TRAINING**

- In partnership with the Practice Assessment Manager, to authorise social worker enrolment on PQ courses at HEIs



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- When necessary, to act as a mentor/coach for social workers undertaking PQ study and other forms of higher level study
- In partnership with the Practice Assessment Manager, to liaise with HEIs and other organisations about the progress of social workers and other CSC&YI staff on their modules/courses

### **SOCIAL WORK STUDENT PLACEMENTS (inc. FAST-TRACK ROUTES)**

- To oversee the continuing development of the CSC&YI Student Unit
- In partnership with the Practice Assessment Manager and Practice Assessor, to offer support to Merton CSC&YI Practice Educators/Trainee Practice Educators and social work students during the placement year – with this including the delivery of workshops and action learning sets
- In partnership with the Practice Assessment Manager, to monitor the qualifications of Merton Practice Educators and ensure Merton has a sufficient number of practice educators (PEPS Stage 2) to support a robust social work student placement programme
- In partnership with the Practice Assessment Manager (and 'Developing Together) to quality assure the academic, teaching and supervision skills of practice educators specifically in relation to the production of final placement reports and struggling/failing students
- To oversee organise, monitor and quality assure social work student placements in CSC&YI, working in partnership with Practice Educators/Trainee Practice Educators, 'Developing Together' and HEIs
- In partnership with the Practice Assessment Manager and Consultant Social Worker, to manage the intake programme for Frontline students and quality assure their progress on placement
- In partnership with the Practice Assessment Manager and the Step Up regional partnership, to manage the intake programme for Step Up students and quality assure their progress on placement

### **ASYE SCHEME**

- To lead on managing, developing, promoting and quality assuring the Merton ASYE scheme, with this including sitting on Merton internal ASYE moderation panels



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- To work with Merton Adult Social Care in ensuring a high-quality cross service ASYE programme is delivered in a timely manner
- To work with the Practice Assessment Manager and Practice Assessor in monitoring the capability of NQSW assessors and offer appropriate advice and support where/when necessary
- To work in partnership with the Practice Assessment Manager and Practice Assessor when NQSWs are failing, or at risk of failing, their ASYE
- To attend the Skills for Care 'NQSW Best Practice Forum' and any local, regional, London or National conferences/initiatives connected to NQSW development and the ASYE

### **ADMINISTRATION, POLICY & PRACTICE**

- To provide timely and informed, workforce development reports for the organisation with these reports reflecting current social work best practice and trends at a local, London and national level
- To work in partnership with the Practice Assessment Manager and HR to refine/review the social work career progression framework and to actively promote this throughout the service and at any appropriate outside meeting or conference
- In partnership with the Principal Social Worker (CSC&YI), Senior Managers and HR, to be involved in the publicity for staff recruitment, specifically NQSWs

### **FINANCE**

- In partnership with the Practice Assessment Manager, Head of Service QAPD/Principal Social Worker and WPD Business Support, to efficiently manage the allocated budget(s) for CSC&YI workforce development and to liaise with senior managers and other organisational departments (e.g. Finance) in connection with this
- To apply for, and monitor receipt of, external funding available for CSC&YI workforce development initiatives, ensuring value for money is achieved within the council's financial regulations - specifically funding relating to the NQSW/ASYE scheme and the placement of social work students (via the daily placement fee)



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### **ANY OTHER RESPONSIBILITIES/DUTIES**

- To complete appropriate 'Freedom of Information' (FOI) requests working in partnership with other managers/departments when necessary
- To brief senior managers on any matter which is likely to be subject to publicity, whether this publicity be positive or negative
- To undertake such other duties as may be required by, or on behalf of the Director, provided they fall within the range and scope of the duties of the post and are commensurate with the grade and responsibilities of the post
- To work effectively with the Council's Equal Opportunities and Diversity Policies and raise and concerns regarding their operation (or non-operation) with senior staff



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**LONDON BOROUGH OF MERTON  
CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT  
PERSON SPECIFICATION**

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<b>Grade:</b>	<b>MGA</b>
<b>Date:</b>	<b>February 2019</b>

<b>Qualifications &amp; Registrations</b>
1) Qualification in Social Work (Degree, DiPSW, CQSW)
2) Practice Teaching Award/Practice Educator Award (PEPS Level 2)
3) HCPC registered
4) Valid DBS check
<b>Knowledge, Skills and Experience</b>
1) Management and/or supervisory experience
2) Ability to work across professional, organisational and sector boundaries with a range of partners at a strategic and operational level in relation to workforce development and learning & development initiatives for social workers
3) An expert knowledge of workforce development as it relates to social workers
4) An expert knowledge of social work practice and the CPD needs of social workers
5) An expert knowledge of Employers Standards, the child and family Knowledge and Skills Statements and the PCF and how these shape and drive organisational policies, procedures, practice and its’ learning culture
6) An expert knowledge of current developments and trends in children’s social work, specifically child and family workforce planning & development and recruitment/retention issues
7) An expert knowledge of adult learning theory and individual learning styles as this relates to the individuals’ CPD and the planning/delivery of training





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8)	Ability to facilitate in-house action learning sets, lead training sessions and deliver lectures to HEIs and other organisations
9)	Ability to present complex information in an interesting and informative manner with a clear understanding of the impact this may have on the organisation and individuals
10)	Ability to establish and monitor Quality Assurance and Performance Management frameworks which are able to identify good social work practice and promptly address areas of concern
11)	A good knowledge of IT – in relation to the organising of information, for generating reports and for the delivery of training events
12)	To produce timely, high quality, evidence informed strategies, policies and reports for a range of readers
13)	Highly effective written and verbal communications skills, with the ability to work with groups and individuals through all levels of the CSC&YI workforce
14)	To hold expert knowledge of local, London and national social work developments/initiatives/change and to appropriately embed these into departmental policy, procedures, practices and communications
15)	To lead on, promote, manage and implement change within the organisation and at a team/individual level
16)	To have excellent networking skills and the ability to represent Merton at regional, London and national workforce development meetings/conferences and represent Merton CSC&YI at Teaching Partnership meetings
17)	Experience of using recruitment and selection methods and tools
18)	To be proficient at managing and supervising staff, including appraisals
19)	To effectively monitor and manage budgets
20)	To demonstrate creativity and timeliness in problem solving and have excellent project management skills
21)	Ability to use own initiative, work under pressure and manage time, resources and competing priorities in a structured, effective manner
22)	Ability to work flexibly and creatively which includes 'remote'/flexible/mobile working as/when necessary
23)	Ability to promote equality and anti-discriminatory practice, and recognise the importance of such issues for the organisations, service and individual staff