

LONDON BOROUGH OF LEWISHAM

JOB DESCRIPTION

Designation:	Family Hub Manager	Grade:	PO4
Reports to (Designation)	Group Manager	Grade:	SG1
Directorate:	Children and Young People	Section:	Prevention & Early Help

Main Purpose of the job:

To manage and co-ordinate the work of the Family Hubs across Lewisham to ensure the provision of a high quality and effective service to children, young people, and families through multi-agency teams of professionals working together to support families.

To be responsible for the operation of the Hubs on a day-to-day basis, ensuring the Family Hubs are welcoming, friendly places, with appropriate allocation of resources to respond to service needs and access to ICT and relevant equipment is available.

To engage with the local community and ensure the coproduction of services offered in the Family Hubs to meet local needs.

To work with community and voluntary sector groups to identify families who are hard to reach that would benefit from services offered by Family Hubs and find ways to engage with them through outreach work.

To identify training needs for staff in hubs to ensure they are equipped to provide advice and guidance to families including Signs of Safety, I-Thrive approach to Prevention and Early Help, trauma informed practice.

Where necessary, to ensure all referrals to Family Hubs services are dealt with swiftly and allocated to appropriate services and that families receive a timely, appropriate, solution-focused service.

To line manage staff delivering front line services within the Family Hubs.

To monitor the performance of the Hubs and individual service to ensure that the needs of families are being met and put in place improvements where areas of weakness are found to ensure delivery of good outcomes for children and families across multiple sites.

Ensure the consistent application of thresholds and effective working between services working with and for children and families in Lewisham, including Family Thrive, Children's Social Care and other services within the Prevention and Early Help directorate.

Summary of Duties & Key Responsibilities

The Family Hub Manager will: -

- ensure the principles of the Thrive Lewisham approach are embedded across Family Hubs.
- work closely and collaboratively with partners and stakeholders to develop clear processes for assessing family needs and meeting these, ensuring thresholds for escalation are clear.
- Support staff in Family Hubs by ensuring best practice service delivery through the provision of professional guidance, advice, support, and intervention to staff within the hubs in the management of their cases, ensuring they can identify the appropriate points at which to escalate.
- To lead the deployment of all allocated personnel and resources to meet agreed targets, and to ensure all sessional programmes, courses and workshops are planned, delivered and evaluated in line with all agreed procedures and standards.
- To ensure all programmes are inclusive and accessible to all children including those with SEND; to enable and support staff to identify children with additional needs and provide all reasonable adjustments to enable access.
- To oversee the domestic abuse recovery offer, ensuring it is aligned to Lewisham's Domestic Abuse and Violence Against Women Group Strategy and meets the needs of service users in a timely manner.
- Ensure staff in hubs are capturing family information on the Early Help Management System, including needs identified and outcomes achieved so that monitoring can be reported.
- Monitor and analyse performance information to ensure that the services provided are of an excellent quality and that family outcomes are being delivered.
- Respond effectively and efficiently to complaints regarding service delivery.
- Where required, provide additional capacity to ensure the Family Hubs are always staffed by at least two suitably trained member of staff to avoid lone working.
- Ensure adherence to legislation, guidance, procedure, and policy – both in relation to safeguarding children and as a manager of the council. Ensure services are delivered in accordance with the Council's Equal Opportunities and Environmental Policies.

- To promote and raise the profile of services, ensuring that all relevant stakeholders are aware of service provision, eligibility criteria and joint working protocols.
- To have overall responsibility for the promotion and marketing of the Family Hubs offer, via events, publicity materials, websites and social media.
- To build and maintain effective partnership networks across Local Authority service areas to facilitate a multi-agency approach to meeting the needs of children, young people, and families.
- To develop and continually monitor joint pathways with key partners, enabling families to benefit from continuity across services and a seamless provision of care.
- To work with the Quality Assurance Service to ensure that the service operates in accordance with all relevant legislation, regulations, and best practice guidance.
- Ensure that service delivery complies with all LBL policies and procedures, monitor staff awareness of their responsibility to work within policies and procedures, and address any incidents of non-compliance.
- Working with partners across commissioned services, community, and voluntary sector groups to ensure families receive appropriate services to meet their needs.
- Ensure that children, young people and families' participation and engagement is promoted, and their views are actively reflected and considered in service delivery.
- To drive improvement in services using creativity and innovation as well as through monitoring and review, and effective performance and quality management.

Supervision/Management of People

- Carry out induction, monthly supervision, SMART target setting and performance management with staff.
- Responsible for the direct supervision and management of Family Hub staff delivering front line services within the Hubs.
- Ensure effective and regular supervision and appraisal takes place of staff, maintaining accurate recording and implementing conduct/capability action plans where necessary.
- Review and monitor Family Plans made by Family Hub staff, ensuring that that staff achieve a high quality of work and record keeping of case files is in line with local and national standards and the requirements of inspection regimes.
- Facilitate effective communication between staff across hubs, including holding regular team meetings to ensure key messages are communicated to all relevant staff, and providing opportunities for staff to share examples of good practice across service areas.

- Provide professional guidance for all staff in Family Hubs.
- Set and review targets; monitor individual performance; provide guidance and direction; take appropriate management action to ensure the effective performance of all staff.
- Ensure that staff spend sufficient time on continuing professional development and through supervision and appraisal identify any training and development needs.
- Coordinate and meet the training and development needs of Family Hub staff.
- Responsible for leading HR procedures related to all staff, including sickness absence and capability proceedings.
- To ensure that the health and safety of staff is given significant priority and that leadership is provided in ensuring that staff take responsibility for their own and others safety.
- Engender a positive, result focused working environment and lead focused groups / teams in targeted areas of work.

Case Management

- Ensuring any child protection and safeguarding issues are reported in line with local authority requirements, any information required to support child protection investigations is provided within required timeframes, and staff are appropriately supported to deal with child protection issues.
- Consider information from initial referrals, Early Help Assessments, assessments from other organisations including from Children's Social Care, making decisions regarding the possible services and interventions as well as the stepping up of cases to Children's Social Care, to support the ongoing needs of the child, young person, and their family.
- Provide regular advice and guidance and decision making around cases to team members.
- Where appropriate, escalate decision making around cases to Head of Service.
- Audit and review case files on a regular basis to ensure practice standards are met/exceeded. Take remedial action as necessary.
- Provision of information and reports on cases and the needs of service users to identify any gaps in service provision.

Partnership development and support

- Working together with the Prevention and Early Help Management Team to lead the development of local networks to ensure families receive the support that meets their needs, including overseeing the co-ordination of this support and exploring more effective ways of working, influencing, and working with partner agencies to do so.
- To build and maintain effective partnership networks across Local Authority service areas to facilitate a multi-agency approach to meeting the needs of children, young people, and families.
- Working together with the Prevention and Early Help Management Team to develop and continually monitor joint pathways with key partners, enabling families to benefit from continuity across services and a seamless provision of care.
- To influence strategic thinking across the Council around family support and intervention, specifically in the implementation of i-Thrive and Family Hubs.
- Work with the Head of Prevention and Early Help and Family Hubs Group Manager to raise the profile of Family Hubs and ensure they can be sustained once funding has ceased.

General Terms

- Provide a service which promotes equality, diversity and rights for all children and young people, and all associated with the service.
- To work flexibly when required – including evening and weekend work as required – to ensure that levels of service provision are achieved within agreed frameworks for flexible working set out in the service.
- To maintain personal and professional development to meet the changing demands of the job and participate in appropriate training/development activities including the council's performance, development, and review scheme.
- Ensure that all duties and responsibilities are discharged in accordance with the council's policies and procedures, Code of Conduct and relevant regulations and legislation.
- Ensure compliance with safeguarding procedures.
- To comply with the council's equal opportunities and diversity policies ensuring anti-discriminatory practice within the service area.
- This job description is a guide to the level and range of responsibilities you will be expected to undertake. It may be changed from time to time to reflect changing circumstances and demands. As directed, you will undertake additional duties and

responsibilities that may arise from time to time commensurate with the grade of the post.

- Ensure adherence to legislation, guidance, procedure, and policy – both in relation to safeguarding children and as a manager of the council. Ensure services are delivered in accordance with the Council's Equal Opportunities and Environmental Policies.

Internal Contacts: These include representatives from across Council Departments who may be engaged with children and families, for example Children's Social Care, Adults Services, Housing, Youth Offending Service.

External Contacts: This will include all partner agencies working with families e.g., Police, Probation, Health, Mental Health, Schools, voluntary sector as well as members of the public and other Local Authorities.

To carry out the duties of the post with due regard to the Council's relevant codes and procedures.

All employees are required to participate in the Performance Evaluation Scheme (PES) and to undertake appropriate training and development identified to enhance their work.

Undertake other duties, commensurate with the grade, as may reasonably be required.

Consideration will be given to restructuring the duties of this post for a disabled post holder.

THIS JOB DESCRIPTION MAY NEED TO BE AMENDED BY THE DIRECTORATE TO MEET THE CHANGING NEEDS OF THE SERVICE

Number of fully managed staff: the two Family Hub Managers will directly manage 12 posts between them.

Number of indirectly managed staff: an additional 14 staff will be indirectly managed by them.

PERSON SPECIFICATION

JOB TITLE: Family Hub Manager

POST NO: TBC

DEPARTMENT: Early Help & Prevention

GRADE: PO4

Note to Candidates

The Person Specification is a picture of the skills, knowledge and experience needed to carry out the job. It has been used to draw up the advert and will also be used in the shortlisting and interview process for this post.

Those categories marked 'S' will be used especially for the purpose of shortlisting.

Please ensure that Equality and Diversity issues are addressed specifically in relation to the role for which you are applying when addressing the requirements of this person specification where appropriate.

If you are a disabled person but are unable to meet some of the job requirements specifically because of your disability, please address this in your application. If you meet all the other criteria, you will be shortlisted, and we will explore jointly with you if there are ways in which the job can be changed to enable you to meet the requirements.

Equality and Diversity

- Awareness of and a commitment to Equality of Access and Opportunity in a diverse community S
- Understanding of how equality and diversity relates to this post S

Knowledge

- Working knowledge and understanding of relevant legislation including the Children and Families Act 2014, Children's Act 1989 & 2004, 'Working Together'; Framework for the Assessment of Children in Need and their families; Care Standards 2000, The Breaks for Carers of Disabled Children Regulations 2011, Equality Act 2010. S
- Knowledge of the roles and responsibilities of statutory and voluntary services in support families.
- A sound knowledge and application of safeguarding procedures for children and vulnerable adults. S
- Knowledge of the needs of children and young people who have special educational needs and/or disabilities and the processes used to ensure they receive appropriate support.
- Knowledge and understanding of child development and well-being across 0-19.
- Significant knowledge and understanding of issues affecting children/young people and their families, particularly the impact of social and economic disadvantage and multiple disadvantages on motivation, culture, confidence and progression through education employment and training. S
- Knowledge of whole family approach and solution focused practice. S

- Knowledge of a wide range of methods used to develop personal and educational, mental health capabilities in children/young people and families to empower them and facilitate improved life changes. S
- Understanding of national and local developments on good practice and evidenced based initiatives in relation to Health, education, social care, and family support. S
- Knowledge of contextual safeguarding risks S
- Knowledge of trauma informed practice and the impact of trauma on young people and their support needs S

Aptitude

- Able to demonstrate a track record of delivery of quality customer focused services making a positive difference to the lives of children and families. S
- Ability to communicate at all levels, negotiate, mediate, and build effective relationships with a wide variety of stakeholders S
- Able to demonstrate a track record of applying strong analytical skills and laterally thinking to develop creative and innovative service solution S
- Ability to set priorities, objectives and deadlines while maintaining a focus on the key service priorities/ accountabilities S

Skills

- Effective service management skills, including within a multidisciplinary service or multi-agency network. S
- Ability to support staff in engaging with children, young people, and parents from wide range of backgrounds, including those who are hard to reach and build rapport with families in challenging circumstances S
- Awareness of the wider needs of parents including their access to employment and any barriers which may prevent this. S
- Ability to create a positive working environment where people have the opportunity to reach their potential. S
- Excellent decision-making skills S
- Ability to build relationships with a wide range of professionals and community partners. S
- Excellent organisational skills, including the ability to work to deadlines, work under pressure and manage a heavy workload and handle changing priorities. S
- Ability to apply effective and innovative strategies to meet the needs of the service. S

Experience

- Experience of working with hard-to-reach families and/or young people (those facing social exclusion, disadvantage, and disaffection) from deprived communities including those involved in risk taking behaviour or offending S
- Experience of developing and maintaining relationships across services and supporting them to work together to achieve coordinated responses to needs and achieve best outcomes for children and families. S

- Experience of delivering services through a Trauma Informed Approach – being aware of Adverse Childhood Experiences (ACEs)
- Significant experience of working sensitively within a variety of contexts, and adapt the way you work where appropriate, demonstrating creativity in utilising different communication methods to engage various stakeholders, including young people, parents, teachers, and members of the community. S
- Experience of building effective relationships with young people, preferably in a multi-cultural inner city setting and motivating and enabling young people who display high levels of anti-social behaviour to make positive changes in their lives S
- Experience of using different practice models and structured assessments to assess risk, needs and action plans with families and individuals. S
- Experience of negotiation and conflict management S
- Experience of working on own initiative within guidelines, planning, prioritising and organising work S

Personal Qualities

- Ability to acquire new skills and demonstrate a strong commitment to learning/continuous professional development for self and others
- A proven track record of achieving measurable success and service improvement ideally gained within a multi-cultural and inner-city environment.
- Innovative and creative to introduce new approaches to delivery children's services.

General Education

- Hold a management qualification or equivalent professional experience S
- A recognized and relevant qualification to family support, health, education, social care, youth work or mentoring is desirable.

Circumstances

- Able to attend meetings / site visits in locations both inside and outside of the borough.
- Must be able to work flexible hours, i.e., some evenings and weekends, and occasional meetings outside normal working hours.

DBS Disclosure Required? **No** ☐ **Basic** ☐ **Enhanced** ☒

(Tick as appropriate – guidance available from your HR Advisor)

Physical

- Able to meet standard London Borough of Lewisham health requirements for clerical duties.
- Good general health