

JOB DESCRIPTION

Job Title	Operations Manager		
Directorate	Children & Families		
Reporting to	Head of Service Prevention & Youth Justice		
Grade	7		
Evaluation ref:	NOM0381	Job ref:	Family
Role purpose			
<p>Provide expertise and strong management to drive performance and to commission and/or deliver the Council's priorities and meet service targets, as a member of the Council's Senior Management Group.</p> <p>Provide clarity, management and motivation in delivering all prevention and criminal justice aspects of the New Operating Model, the County Plan and other Council transformation programmes as required.</p> <p>Ensure the effective understanding and operation of any specific statutory or regulatory duty contained within the role.</p> <p>Advise Members and Directors in respect of operational planning and commissioning, policy matters and service delivery issues and engage with partners in the promotion, communication and delivery of services.</p>			
Responsibilities			
<p>Provide clear leadership to deliver the Council's strategic priorities and meet the Council's financial targets, as a member of the Directorates Senior Leadership Team.</p> <p>Update and advise Elected Members in respect of operational and policy issues in relation to the Children's Services teams.</p> <p>Lead Children's teams with a clear identity in terms of flexible and responsive ways of working, inclusive and diverse culture, and high level of employee engagement and wellbeing.</p> <p>Undertake representational and communication duties on behalf of the Council to promote and protect the Council's interests in matters concerning their specialist areas.</p> <p>Create, monitor, and review frameworks of performance measures and quality standards to be applied in the delivery of services.</p> <p>Function as an ambassador for the Council promoting, both internally and externally, the Council's vision, strategic aims, and values.</p>			

JOB DESCRIPTION

Value the diversity of Somerset's communities ensuring equality of access and treatment in service delivery and employment.

Function as a role model for Somerset's vision and values. Promotes a culture of continuous improvement that encourages creativity and innovation to ensure services are efficient and develop the potential and flexibility across the Council and its workforce including the motivation and development of employees within the Children's service teams.

Ensure that Children's services place a high value on customer responsiveness by demonstrating a commitment to meeting and involving the broadest range of direct and indirect service users, citizens, customers, communities, and businesses.

Support the delivery of the Councils' key strategic aims and objectives ensuring understanding and commitment from staff from across the Children's service.

Support Corporate and Directorate and service specific transformational change programmes with the aim of maximising efficiency, modernising services, and achieving better outcomes and opportunities for service users and customers.

Ensure flexibility in reacting to the needs of the Council, its' customers and partners supporting a culture of continuous improvement.

Ensure compliance with all relevant legislation, the Council's standards of conduct, organisational policy, and professional codes of conduct to uphold standards of best practise.

Accountable for compliance with all relevant health and safety legislation and Somerset Council H&S policies.

Create, agree and deliver service plans and prioritise activities and projects.

Identify and deliver opportunities for service change and improvement and scope, plan and manage change in corporate and professional activities.

Review performance outcomes and customer feedback in order to meet customer requirements and to increase operational efficiency and effectiveness.

Develop and maintain effective customer relations and feedback channels and work to improve levels of customer service and satisfaction.

Resolve complex operational and service-based problems and conflicts raised through the service escalation process and ensure positive outcomes.

Optimise the use of financial and other resources (including commissioning frameworks, income streams etc.) to locally commission and deliver services on time, to budget and to the quality standards required.

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Recruit, review the performance of and ensure the development of individual professional and other team members across a breadth of services including within the criminal court setting.

Operate information and communication systems to provide business and management information used to support and inform operational decision making.

Develop and maintain effective personal networks with partner agencies, suppliers and contractors etc. in order to maintain continuity and quality of service.

Communicate clearly and succinctly and use influence and persuasion to negotiate and achieve service objectives.

The post takes the lead responsibility for the provision of operational management of the safe, effective and resource-intelligent delivery of prevention services to support statutory safeguarding, care and assessment services within Children's Social Care. The postholder leads the operational delivery of preventative services to ensure children, young people and their families receive effective services at the lowest safe and appropriate level of the Effective Support processes. This includes out of hours working and overnight crisis Rapid Response work.

The post additionally takes the lead responsibility for the provision of operational management of the safe, effective and resource-intelligent delivery of services to young people who are engaged in offending behaviour to support voluntary and mandatory criminal justice intervention, safeguarding, care and assessment services within the statutory Youth Offending Service. The postholder leads the operational delivery of youth justice services to ensure children, young people, their families and their victims receive effective services which meet the National Standards of the Youth Justice Board and provide safe and appropriate levels of intervention under the Effective Support processes.

Work with other CSC Operations Managers and CSC Strategic Managers to develop and apply quality and best practice procedures across the county ensuring consistency and compliance with Council policies and the requirements of the Local Safeguarding Children's Board in relation to prevention services, both pre and post statutory CSC involvement to ensure smooth transition between services across all levels of the Effective Support guidance.

Ensure the out of hours Rapid Response and duty prevention service is resourced and equipped to provide a robust response to out of hours demand which maximises the links back to day services.

Additionally, work with other CSC Operations Managers, Strategic Managers and the YT Manager to develop and apply quality and best practice procedures across the county ensuring consistency and compliance with Council policies and the requirements of the Youth Justice Board in relation to youth justice and restorative services.

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Contribute to the development, operation and review of a Service Plan for prevention activities across Somerset. Ensure compliance and alignment with the County Plan and the Children and Young Peoples' Plan and other relevant plans and regularly monitor progress against the Plans.

Additionally, contribute to the development, operation and review of the statutory Youth Justice Plan and other relevant youth justice plans and regularly monitor progress against the Plans.

Promote and instil a performance management culture across all prevention and youth justice activities in the area. To initiate evaluations of the service to ensure the on-going performance of the service is maintained and improved at individual team and area level. To develop and recommend service improvement plans to the Head of Service – Prevention and YJT and ensure areas of improvement are identified, delegated and actioned.

Take overall responsibility through the Senior Professional Team Leaders for the effective and efficient management of staff in the service area including:

- a) Recruitment, induction, professional development and constructive, reflective and reflexive supervision.
- b) Assignment of work, allocation of resources and overall deployment of staff.
- c) Appraising performance and the operation of staff development reviews.

Identify and agree with Senior Professional Team Leaders the outcomes and objectives for teams in line with performance indicators and regularly monitor and review the progress made towards them to ensure service delivery timescales and performance as quality targets are met.

Ensure plans are in place to support CSC services through accurate identification of children, young people and their families who can safely be de-escalated to prevention services and ensure monitoring of decisions made for sustainability of change and prevention of re-escalation back to CSC.

In conjunction with CSC Operational Managers and the Head of Service – Prevention and YJT make decisions and/or resolves complex individual cases as referred by Senior Professional Team Leaders concerning issues such as step up / step down of cases and agreement to /refusal of service, particularly in relation to high Level 3 casework where voluntary service delivery may be refused by families or in other instances where safeguarding risk is in dispute between services.

Additionally, make decisions relating to statutory Order and Licence conditions for young people involved in offending behaviour, including decisions to recall to custody or recommend continuance in the community.

Oversee the development of Pathway to Independence services ensuring partnership working is optimised to secure good outcomes for young people.

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Oversee the statutory Young Carer assessment provision within the Local Authority, providing complex case intervention on identified cases and working alongside the externally commissioned providers to meet the needs of vulnerable young carers cross the County area.

Alongside the Head of Service – Prevention and YJT lead the area-based prevention teams through transformation and change by working in close collaboration with internal colleagues and external agencies to deliver new ways of working in the prevention arena, motivating and mentoring staff as required.

Develop and maintain effective area based working relationships with other bodies and agencies and voluntary/private sectors to develop and agree local protocols and processes to secure improved local delivery of services through inter agency teams if appropriate.

On behalf of the Head of Service – Prevention and YJT, manage, control and review all expenditure and income for Prevention Services and YJT partnership budgets ensuring that budget targets are met.

Ensure that records, resources, information and data at area level are managed in accordance with Council policies and current legislation and that audits and procedures are executed efficiently.

Alongside the Head of Service – Prevention and YJT ensure that all stakeholders, e.g. local elected Members, emergency services, all tiers of local government and other relevant organisations including the Youth Justice Board, are informed of activities affecting Children and Young People service in their area.

Work collaboratively with other managers across the Council to ensure that the work of the teams complies with and supports the County Plan.

Impact

The post reports to the Head of Service – Prevention and YJT and its principal purpose is to deliver to that Head of Service the delegated management and improvement of Children and Young People's prevention and youth justice across Somerset. This will involve a full range of day to day management activities including priority settling, conflict resolution and service communication.

In addition, the post will support the Head of Service in strategic and policy planning and service improvement and in improving practice in line with HMI Probation requirements.

The postholder will need to develop and maintain a locality-based network of colleague SC Managers, private, voluntary and community sector leaders and managers and other bodies/agencies in order to ensure that combined resources are optimised in the delivery of services and a coherent approach to service improvement.

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The postholder requires advanced communication skills to ensure effective feedback arrangements from clients and customers and to enable effective leadership of local teams during changes to achieve new ways of working and in the development of new approaches and programmes.

Finance

The Operations Manager for Prevention and YJT is responsible for managing weekly budget expenditure, including spending upon families, and for ensuring sufficient resource is in place and budgeted for to maintaining effective running of the services. The overall Prevention and YJT budget is circa £3 million.

	Essential	Desirable	
Knowledge			
Good understanding and ability to develop and implement effective performance management and quality assurance frameworks.	X		
Demonstrable knowledge of the statutory and policy framework within the service.	X		
Experience			
Working successfully with Members/Directors on complex issues and developing strategic direction.	X		
Track record of working and delivering on projects giving clear advice on options and policy developments.	X		
Proven ability in delivering and commissioning complex services to a high quality standard.	X		
Qualifications / Registrations / Certifications			
Relevant Degree or Professional Qualification.	X		
Evidence of continuing professional development in their specialist field.	X		
Skills			
Leadership and proven ability to lead improvement in services.			
Promotes the need for positive change and acts as a role model for change.			
Positive, committed, adaptable, thorough and confident approach.			
Ability to work to deadlines in delivering a high quality service and to motivate others to work effectively and demonstrate a duty of care.			

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Committed to diversity in service delivery and employment.			
Innovative and creative approach to service improvement, quality and value.			
Focussed on customers and communities.			
Personal integrity.			
Drive and self motivation and ability to motivate others to achieve excellence.			
Sound Analysis and decision making in dealing with complex service delivery and / or policy development matters.			

Working Conditions

The postholder will have a regular office base but will be expected to travel outside of this for work commitments.

The postholder will participate in the duty manager role for out of hours contacts via the Emergency Duty Service.

Working Arrangements

Somerset Council's dynamic Working Strategy will be applied to this position.

Corporate Responsibilities

Provide clear leadership to deliver the Council's strategic priorities and meet the Council's financial targets, as a member of the Directorates Senior Leadership Team.

Update and advise Elected Members in respect of operational and policy issues in relation to the Children & Families Services teams.

Lead Children & Families teams with a clear identity in terms of flexible and responsive ways of working, inclusive and diverse culture, and high level of employee engagement and wellbeing.

Undertake representational and communication duties on behalf of the Council to promote and protect the Council's interests in matters concerning their specialist areas.

Create, monitor, and review frameworks of performance measures and quality standards to be applied in the delivery of services.

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Date: July 2025