



St Michael's  
Fellowship

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Dear Applicant,

Thank you for being so interested in the **Residential Family Assessment Centre Service Manager** post. This pack contains information about St Michael's Fellowship and our three residential centres, the families we work with, the post of Service Manager, Job Description and Job & Personal Skills Specification. Don't forget to download our [Why Work For Us](#) brochure, which will give you additional insight into St Michaels and includes feedback from staff and families.

To apply, please send in your CV and supporting statement to [admin@stmichaelsfellowship.org.uk](mailto:admin@stmichaelsfellowship.org.uk) by **Friday 22<sup>nd</sup> March**. Please keep the following dates free in case you are shortlisted.

- Stage 1 interview at one of our residential assessment centres.
- Final Interview at our head office.
- **Dates to be confirmed.**

Both stages of interview form part of our selection procedure.

When you write your supporting statement, you should show that you fulfil the essential requirements of the person specification as outlined in the Job and Personal Skills specifications.

This post will give the successful applicant substantial unsupervised access to vulnerable adults and children; therefore, St. Michael's has adopted a rigorous checking system. St Michael's reserves the right to contact any previous employers, including your two referees of choice. The successful applicant will also be subject to an enhanced check through the [Disclosure and Barring Service](#).

To meet the recommendations of the [Warner Report](#) any information given will not interfere with our standards of Equal Opportunities Practice i.e. the information will not be used in a discriminatory way.

We receive a large response to our job vacancies and cannot, unfortunately, reply to candidates who are not shortlisted. If you have not heard within one week of the closing date, please assume that your application has been unsuccessful.

Yours faithfully,

Sue Pettigrew OBE  
Director

**Working together to keep families together**

**Patrons: Tessa Baring CBE Dr John Coleman OBE Chuka Umunna MP**

Registered Charity No. 1035820  
Company limited by guarantee  
No. 2914273  
Registered Office as above

## St Michael's Fellowship and Residential Centres

### Introduction

St. Michael's Fellowship is an independent voluntary organisation that acts for the welfare and safeguarding of children. For over a 100 years we have worked residentially with parents so that they might safely and sustainably meet their child's needs – working together to keep families together. We are a dynamic, creative organisation which over the years has taken a lead in the development of services both residentially and in the community to meet the changing needs of families and communities.

St. Michael's Fellowship runs three residential family assessment centres. We have an excellent reputation for the quality of our work with families, and the support we provide our staff who work in these centres.

Our residential centres are set up to provide a homely rather than an institutional atmosphere. Our aim is to provide a Comprehensive Assessment of risk, and an assessment of a parent's ability to parent their child and meet their child's needs in an environment which can be challenging, is educational and supportive, and offers the parents the time and space to evaluate their own abilities.

Staff in the centres approach their work from a child's perspective and maintain an open mind whilst applying a critical evaluation to what they observe. We achieve this by:

- Good social work practice
- Independent assessments
- Keeping abreast of current thinking.
- Working in partnership with families and local authorities
- Commitment to anti-discriminatory and anti-racist practices
- Individual work with families
- Therapeutic approaches to help assessments
- Clear, evidence based recommendations to assist planning for children
- Open recording systems, leading to reports for court

At the heart of our work lie values of compassion and respect for the parent as an individual, and a belief in the capacity of every human being for positive change. With these values we work to break the cycles of disadvantage, change family dynamics, and create new opportunities for children.

## St Michael's Three Residential Family Centres



**Crawford House** in SW17 works with up to four families at any one time. The centre provides a one stop shop for local authorities where families have multiple needs and need sophisticated, holistic support. *"Families benefit from a transparent and empowering assessment process, which is focused on the best interests of children."* Ofsted 2023 rated Good.

**52** in SW2 has decades of expertise working with adolescent mothers and was rated an Outstanding provider by Ofsted over three consecutive inspections. Currently rated Good: *"Assessment reports are well written, insightful, evaluative and child focused. Care planning is dedicated to valuing children and promoting their welfare and safety. Staff work cohesively and creatively to address the concerns highlighted by the court and the local authority."* Ofsted 2023



**Tessa Baring House** in SE24 works at the forefront of developing and adapting approaches for working with parents with learning needs. *"Parents benefit from a wide range of support, which they commend for increasing their confidence. They are able to develop as parents, individuals and partners. A parent said, 'It is a blessing to be given the opportunity. We have thrived.'"* Ofsted 2022 rated Good.

All three houses have lovely facilities for both families and staff, including spacious gardens and excellent transport links.

### **The families we work with**

Families where there are concerns about their ability to parent come from a variety of backgrounds and cultures, many with complex histories including adverse childhood experiences. We meet their individual needs with sensitivity and through anti-discriminatory, anti-racist practice give all parents a real opportunity to achieve change. [Click here to see our Equal Opportunities Policy](#)

We work with families, either single or two parents, with one or more children. The majority of children are aged 0-5 years, but some may be older.

Parents may have additional difficulties, for example:

- Teenage parents from the care system
- History of mental illness
- History of substance misuse
- Learning difficulties
- History of domestic abuse

### **Concerns:**

- Abuse of a previous child
- Abuse of a current child; emotional, physical, sexual
- Capacity to learn parenting skills to:
  - keep child safe
  - put child's needs first
  - meet child's emotional, physical developmental needs
  - form attachments
  - recognise support needs
  - recognise signs of their own mental illness

**Assessments** involve amongst other elements a mix of informal education, one to one work, digital feedback, parenting skills support, sensitive and close observation and direct work, to facilitate and empower 'good enough parenting.' The primary focus of the work is the child and the voice of the child.

Parents receive daily feedback based on written recordings made by staff on shift. Placements are reviewed regularly and are generally for twelve weeks.

The information provided by the staff team enables social workers to make recommendations and the courts to make decisions regarding the future of children. Staff may therefore be required to give evidence in court.

With the emphasis in all of St. Michael's work firmly on the welfare of the child, it is inevitable that in some cases the outcome of the residential work is that a child does not stay with the parents. In such cases staff will communicate openly, and in a way that helps, to 'hear' a very difficult and complex message. We are able to offer ongoing support to these parents through our Securing Change

project.

## Residential Family Assessment Centre Service Manager at Crawford House

The current Manager led the team through our Ofsted inspection last year, achieving Good. We are keen to develop this service further given the complexity of the needs of the families referred.

The staff will be looking to you to bring your own ideas, creativity, knowledge and experience to a team of new and experienced staff working alongside a Deputy Service Manager. You will be managing a team that works closely with and alongside families, and will have the opportunity to have a real and significant impact on the outcomes for children and their parents. Your management of the staff and the centre will have an influence on the outcomes for children and their families through direct work, open discussion and by establishing professionally nurturing working relationships with the families. What you do in the centre and how it is done will have an immediate and direct impact that will really matter for the children and their parents. Your management of the team will influence and contribute to decisions that seek to safeguard and promote the welfare and wellbeing of children. With your colleagues the work will support, facilitate and underpin the decision making for professional colleagues and outside agencies that includes social services and the family courts. As the Service Manager of Crawford House you will have the opportunity to develop your staff, the team and make a real difference for children and their families. What happens in the centre matters for children, parents and staff.

You will be supported in your work and you will have the opportunity to develop and build on the skills and experience you have by an experienced senior management team, Directors and by a culture of support and development within St. Michael's. You will also have the support of a Service Manager buddy system during an induction period and the ongoing support of a Service Manager practitioner group that meets every 6-8 weeks.

You will be managing a staff team of six that includes a Deputy Service Manager, who are involved in a shift system of working a specified number of hours per calendar month. Managers generally work day shifts Monday to Friday.

During the day Mondays to Fridays, there is a minimum of two staff on duty. After 7 or 8pm and at weekends, depending on the circumstances and when the work is less intensive, staff usually work alone.

Management support in some form is always available.

All staff must

- bring their creativity, commitment and motivation to our work
- develop supportive working relationships with colleagues at the centre and across the whole organisation
- actively contribute to the ongoing development of the centre

Staff duties are varied and include contributing to all family assessments, observation and direct work, giving evidence in court, specific 1:1 support, recording and report writing to demonstrating

respect for the families and their work environment by maintaining and supporting the cleanliness of the centre.

### **Remuneration**

The salary ranges from **£49,982 - £57,531**.

Incremental increases, when entitled and possible, occur on 1st April. A cost of living increase is awarded when possible.

Contributory personal pensions are available under the auto-enrolment scheme. After a period of three years' service an employee can join St Michael's pension scheme with an employee minimum contribution of 6% and an employer minimum contribution of 8%.

### **Annual leave**

Five weeks plus Bank Holidays and 2 St Michael's days, increasing to six weeks after five years' service.

### **Supportive Culture & Additional Benefits**

We recognise that our work with families with a variety of needs is demanding and can be stressful. To alleviate this, we provide clear guidelines on practice, interventions and ways of working. We provide a pleasant working environment and we value views of staff to bring about change. We support and enable staff within a culture committed to providing opportunities for personal and professional learning and development. They include:

- Supervision every two weeks plus ongoing opportunities for additional support/supervision
- Exceptional experience of direct work with families
- Training programmes to enhance career development
- External consultancy plus team building and support days
- Clinical supervision where appropriate

Staff teams also have regular away days and we provide free regular on site massage.

## **Job Description: Residential Family Assessment Centre Service Manager**

**Responsible to: Deputy Director or in their absence the Director.**

### **General**

- To become the Ofsted Registered Manager of Crawford House and take overall responsibility for the assessment and support services based at the centre.
- To effectively lead and manage the staff team, and facilitate and empower staff contributions to team discussions, decision-making, day to day work, and the development of the service.
- To take overall responsibility for the centre this includes practice, some administrative and financial responsibilities.
- To ensure a high standard of social work practice in the centre and that staff are clear about their responsibilities and duties.
- To help create and maintain a safe learning environment within the service.

- To supervise the staff team, and sessional workers, sharing responsibility with the deputy service manager.
- To undertake probationary reviews and annual appraisals with staff, sharing responsibility with the deputy service manager.
- To take lead and management responsibility for overseeing specific assessments including reading of court papers, planning and reviewing the assessment, supporting Keyworkers to compile reports, and supporting Keyworkers in giving evidence at Court.
- To attend, and support weekly staff meetings, and facilitate and guide the family work discussions and case analysis.
- To attend or support staff to attend Case Conferences; to attend or chair reviews and professional meetings as required.
- To work flexibly in support of staff, which may require some out of hours on-call guidance and support.
- To set and maintain reasonable standards of child care and ensure general house cleanliness and management.
- To work in partnership with the Deputy Service Manager in the work with families and in the support of staff.
- To keep abreast of current legislation which informs and prescribes our work, paying particular attention to the Children Act 1989, 2004 and 2017, the Framework for Assessment of Children in Need, GDPR, Care Standards Act 2000, Residential Family Centres Regulations 2002, Residential Family Centres: national minimum standards (2013) Social care common inspection framework (SCCIF): residential family centres, as it impacts on the registration of residential family centres.
- To prepare and lead the team through Ofsted inspections which take place approximately every 3 years.
- To be involved in the development of budgets and undertake such financial administration as required including the controlling of specific finances within the service budget.
- In consultation with the team, to take responsibility for compiling an annual evaluation of the service for Ofsted and our Board of Trustees.
- To attend and contribute to the Senior Managers' meetings and Senior Practitioner groups.
- To work in accordance with the Fellowship's Health and Safety policy.
- To work in accordance with the Fellowship's Equal Opportunities policy.

### Work with Families

- To ensure that the child's voice is an essential and integral part of the work and assessment with families.
- To be responsible for ensuring that there is a response to any enquiries or requests for an assessment or contact in respect of a family.
- To lead and manage the team in the observation, evaluation and analysis of the parenting of the children in the families' resident in the centre.
- To take responsibility for ensuring that any safeguarding concerns are reported to the relevant bodies.
- To work in partnership with parents, colleagues, social workers, other agencies and professionals to support and improve the service offered to families.
- To liaise closely with staff, parents, social workers and other professionals in establishing contracts, working agreements and plans of work for each parent.



- To support the opportunity for parents to acquire the skills of parenting and independent living by empowering them through the direct work, education and guidance offered.
- To appoint a keyworker from the staff group to each resident family.
- To support and lead staff meetings, family work, reviews, and placement reviews.
- To be involved in the assessment and review of families.
- To support staff in the writing of reports for reviews, court, end of placement, take responsibility for checking and endorsing these reports and maintain an overview of these reports to ensure effective quality control in partnership with the Deputy Service Manager.
- To support staff with the sharing with parents the content of all reports before wider distribution.
- To manage and oversee Reviews, Court attendance, end of assessments etc. as appropriate.
- To attend or support staff attending case conferences, reviews, planning meetings as required.
- To support staff attending Court.
- To give evidence at Court as and when required.
- To support staff, in partnership with the Deputy, with the planning and preparation necessary to ensure the content and quality of work with the children and families.
- To organise the management of placement reviews and ensure that the child's and parent's views are presented and that all participants are engaged and informed.
- To engage with St Michael's Securing Change team to ensure a period of ongoing support for the parents in the community when appropriate.

#### Administration

- To lead and manage the team in utilising the various communication tools and resources to ensure that children, parents, staff and other professionals are effectively updated and informed.
- To lead and manage the team in keeping records of the day to day running of the house using the house communication tools and ensure that daily report sheets on individual families are completed appropriately and regularly reviewed.
- To promote liaison with outside agencies to make use of the resources available in the community to enhance the work with parents and children.
- To stimulate new referrals and guide potential new residents through the referral and admissions process and be involved in the process of agreeing new work, including working agreement negotiation and financial agreements.
- To plan rotas, oversee and supervise staff, and in partnership with the Deputy facilitate their training as and when appropriate and encourage them to achieve a high personal standard of work and acceptance of responsibility.
- To be involved in the development of budgets and undertake such financial administration as required, including the controlling of specific finances within the house budget.
- To report to Trustee Board meetings when required.
- To liaise with outside agencies in promoting the work of St. Michael's by receiving visitors, students etc.
- To carry out correspondence on behalf of St. Michael's.
- To keep records to monitor the work of the project and compile an annual evaluation report.
- To take responsibility for reviewing with the Deputy, work practices and policies within the centre.
- To take responsibility for implementing new procedures, practices and policies.



- To assist in the development of the Fellowship's work in any way that may reasonably be requested by the Director and Deputy Director.

#### **Staff Development**

- To participate in supervision, 1:1 staff meetings and appraisal sessions with the Deputy Service Manager, Deputy Director and/or Director.
- To offer two weekly reflective supervision to staff and the opportunity for informal support, guidance and consultation outside of this in partnership with the Deputy Service Manager.
- To implement with staff annual personal development plans and participate in the production of self-appraisal with the Deputy Director.
- To attend appropriate training courses as arranged in order to meet those training needs identified by the personal development plan and to enhance professional development and skills in line with the Fellowship's training policy.
- To identify and/or facilitate the development and training of staff.
- To attend group consultancy sessions with outside consultant where appropriate.
- To attend and support weekly staff meetings, facilitate and guide the family work discussions and analysis.
- To perform such additional tasks as may be required

These are the normal duties which the employer requires at the date of appointment. However, it is necessary for all staff to be flexible and all employees may be required from time to time to perform other duties as may be required by the employer for the efficient running of the organisation.

**This job description does not form part of the contract of employment.**

## Job Specification & Personal Skills: Service Manager

ESSENTIAL	DESIRABLE
<b>Skills</b>	
Person centred	Counselling
Reflective	
Interpersonal	
Leadership & Management	
Literacy, a high standard	
Basic financial	
Ability to write and quality assure comprehensive, detailed reports	
Accurate record keeping	
Assessment	
Supervision	
Effective Time Management & organisation	
Team building/staff training/Staff support	
Group work skills	
Computer skills: Microsoft Office	
Observation and Recording Skills	
Effective Court Skills	
<b>Previous Experience</b>	<b>Desirable</b>
To have worked with people from multi-cultural backgrounds	To have worked residentially
To have worked with people with learning difficulties	To have worked in a residential family assessment centre
To have worked with families where there are issues of child abuse/neglect	To have worked with young parents/ young people
To have worked with families where there are issues of Domestic abuse	
To have worked with people with a mental health diagnosis	
To have worked with people with addiction problems	
To have supervised staff for a minimum of one year	
To have attended/given evidence in family hearings at court	
To have managed a team/project/department	
To have established and worked with network support	

Knowledge	Desirable
Current legislation especially; Children Act '89, 2004 and Children & Families Act 2014, Children and Social Work Act 2017, Working Together to Safeguard Children Guidance 2020, GDPR. Residential family centres: national minimum standards (2013)	Residential family centres regulations 2002 as amended Social care common inspection framework (SCCIF): residential family centres
'Framework for Assessment of Children in Need and their Families'	Keyworking Open access to files
Signs of child abuse/abuse	Importance of play
Alcohol/drug abuse	Child sexual abuse
The effects of abuse on a child(ren)/parent	The benefits system
Child development and child care	Learning difficulty
Parenting and independent living skills	Psychiatric illness
Use of written agreements and contracts	Local Authority Social Services Departments
How to work in partnership	Local organisations which could support and enhance the work of the project
	Care Standards Act 2000

Qualifications	Desirable
Educated to degree standard	Post Qualifying Awards
One of the following:	Practice Teachers Award
Degree in Social Work	Management qualification
Masters in Social Work	First Aid
Diploma in Social Work	Clean driving licence
CQSW	Counselling certificate
C.S.S.	

#### OTHER QUALITIES RELATING TO THIS POST:

A sense of humour

Flexibility

Commitment

Non-judgmental

Awareness of professional boundaries

Resilient