

Role Profile

Job Title:	Service Manager: BICS Early Help
Location:	EH Locality Hubs
Department:	BICS
Directorate:	Family Services
Grade:	M
Salary Range:	£71,713 - £79,409
Reports to:	Assistant Head of Service

Job Purpose

- Provide clinical and strategic leadership to Barnet’s Mental Health Support Teams (MHST) across three Early Help Hubs, drawing on a strong background in leadership, service management, and quality assurance to ensure high standards of care and performance.
- Provide strategic leadership and oversight of the development and implementation of Barnet’s *Team Around the School* (TAS) model.
- Develop and maintain cross-sector relationships to enable integrated care delivery.
- Identify cost-effective approaches within prescribed budgets to expand both the MHST and TAS models across all Barnet schools.
- Maintain a small clinical caseload and provide specialist clinical supervision, ensuring high-quality, evidence-based practice across the service and acting as a resource for staff, peers and senior colleagues.

Key accountabilities

- Provide strategic leadership, management, and oversight to Barnet’s MHST service, aligning service delivery across the three Early Help Hubs with the strategic objectives of NHS England, the Integrated Care Board (ICB), and the Department for Education (DfE).
- Have leadership responsibility and strategic oversight of the design, implementation, and evaluation of Barnet’s TAS model across the three Early Help

Hubs, working collaboratively with senior leaders across BICS, Child & Family Early Help, schools, wider Family Services, and external partners.

- Set standards and processes within the context of Early Help and BICS service priorities to increase children and families' access to Early Help services
- Build and sustain strong, collaborative partnerships with schools, external agencies, and Family Services, facilitating constructive challenge, collaborative problem-solving, and the removal of systemic barriers to drive change.
- Prepare clear, concise, and impactful project documentation and reports for senior stakeholders, including the Heads of Service, Assistant Director of Prevention, Family Support and Quality Assurance, the ICB, and the Mental Health & Wellbeing Board, demonstrating highly effective, innovative service delivery and outcomes within designated budgets.
- Work closely with the BICS and Early Help Heads of Service and Service Managers in meeting all operational development demands on the service, contributing to the management of the service as a whole.
- Design and refine policies and practice models across Early Help and BICS to enhance outcomes for children, young people, families, and educational settings.
- Working closely with the Early Help and BICS Heads of Service, lead the development of a refreshed workforce needs analysis and identify innovative, effective, and inspiring solutions to support and embed the MHST and TAS service delivery models across the three Early Help Hubs.
- Ensure the workforce programme is resilient, cost-effective, and aligned with BICS and Early Help workforce strategies, while meeting the expectations of external commissioners and the senior leadership.
- Represent Barnet Family Services professionally in meetings and forums, contributing to local and national service development initiatives.
- Act on behalf of senior leaders when required and undertake additional responsibilities as reasonably requested by management.
- Lead on internal and external communications to promote workforce development activities and the work of the HST and TAS.
- Ensure all responsibilities are carried out in accordance with the Council's policies, procedures, and governance frameworks.

Leadership and management Responsibilities:

- Provide inspirational and high-quality strategic and clinical leadership, fostering a culture of child-centred, outcome-focused practice through the delivery of effective, evidence-based assessments, interventions, and accessible care pathways.
- As a key member of the BICS and Early Help management teams, contribute to the transformation and continuous development of integrated services through collaborative leadership, innovative practice, and supportive management.
- Hold clinical and management accountability for the work of the MHST Clinical managers in each of the Early Help Hubs ensuring that the service is safe, responsive, accessible, and delivered in accordance with LBB and national frameworks.
- Line manage and supervise the MHST Operational Manager, ensuring effective coordination, delivery, and evaluation of the MHST and the TAS models.
- Be responsible for the integration of managers and staff across the three Early Help hubs.
- Plan and oversee the recruitment, induction, and ongoing professional development of the growing MHST workforce.
- Chair the TAS Steering Group, ensuring stakeholders are kept informed of progress, outcomes, and key developments.
- Ensure the TAS model is responsive to the diverse needs of local communities, with a particular focus on supporting children at risk of neglect or abuse, those from marginalised backgrounds, and those affected by poverty, discrimination, or disability.
- Under the direction of the Head of Service, plan, control and monitor all income and expenditure identifying and reporting emergent budget pressures.
- Ensure that the authorisation, monitoring and control of expenditure is within the Council's regulations and delegated authority.
- Monitor and review services and goods purchased in order to ensure that they meet the appropriate standards, are value for money and adhere to financial regulation.
- Ensure all financial transactions are fully recorded and accounted for.
- Operate within statutory frameworks, adhering to all relevant local authority policies, procedures, and practice guidelines to ensure safe, lawful, and effective service delivery.

- Maintain up-to-date knowledge of relevant legislation, policy developments, and best practices in psychological therapies and children's health to inform sound clinical and managerial decision-making.
- Proactively identify and address performance issues, working in partnership with Human Resources and in accordance with established policies and procedures.
- Stay informed of emerging best practices in children and young people's mental health, using research and evidence to drive innovation and improve service quality and outcomes.
- Actively participate in relevant BICS and Child & Family Early Help meetings, steering groups, and strategic forums, contributing to service planning and development.
- Foster and maintain strong working relationships within Family Services and with external stakeholders, ensuring regular communication and collaboration to support strategic and operational objectives.
- Represent Barnet Family Services with professionalism in all external and internal engagements, contributing to local and national initiatives and promoting the service's vision and values.

Clinical Responsibilities:

- Have oversight of and responsibility for the MHST clinical service, ensuring alignment with Barnet's Practice Frameworks, policies, procedures, referral and allocation processes, and care pathways across internal and external services.
- Maintain a small clinical caseload, demonstrating advanced competence in delivering evidence-based psychological therapies and mental health interventions for children and young people.
- Provide high-quality clinical supervision and line management to the MHST Clinical Managers ensuring consistency and adherence to best practice.
- Ensure the appropriate and sensitive handling of children's confidential information, with a clear understanding of the legal and ethical responsibilities involved in managing complex, sensitive, and emotionally charged data.
- Embed inclusive practice by consistently considering the diverse needs of children and young people, including their cultural, religious, linguistic, ethnic, national, economic, and social backgrounds, to ensure services are accessible, equitable, and effective.
- Pay particular attention to the needs of vulnerable groups, including unaccompanied asylum-seeking children, trafficked children, and those at risk of financial or sexual exploitation or involvement in organised crime. Develop responsive services in

collaboration with voluntary and community sector partners and through knowledge of local resources.

- Manage employment-related matters for direct reports, including professional development, sickness absence, and annual leave, in line with HR policies and procedures.
- Conduct annual appraisals for line-managed staff, identifying and recommending appropriate training and development opportunities aligned with core competencies and continuing professional development (CPD) requirements.
- Provide expert consultation, training, supervision, and support to multidisciplinary colleagues on psychological therapy models and practices, fostering a culture of shared learning and clinical excellence.
- Engage in regular clinical supervision in accordance with professional standards and participate in CPD and relevant training to remain current with emerging research and national guidance.
- Maintain accountability for professional practice, adhering to ethical standards and local authority policies at all times.

Change and Improvement:

- Lead the continuous strategic development of the MHST and TAS services including regular evaluation of the services and their delivery in order to have continued good practice that improves outcomes for children and families and builds resilience.
- Deputise for the Heads of Service and cover for peers by representing BICS and Early Help services both within and outside the council, taking the lead in relation to specific project and service developments.
- Investigate and prepare replies to Freedom of Information requests and Members' enquiries, and to deal with complaints according to corporate procedures and utilise findings to improve service delivery.
- Provide information, including written reports, to ensure effective service delivery to influence strategy development including interpreting data reports for the whole service area including partnership data to support evidencing outcomes and inform service development.
- Develop and maintain effective working relationships with relevant statutory agencies and the wider partners, requiring the capacity to advice and influence at a strategic level as appropriate.

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- Lead working groups to deal with specific issues or tasks as requested by the Head of Service.
- Develop policies, procedures and working practices for the Early Help hubs and to be part of developing these at service and multi-agency levels.
- Assist the Head of Service to discharge the overall management functions of the Service Area, and to participate effectively as a member of the service area management team.
- Lead strategic work with key partners such as schools, health and the wider partnership network to develop joined up working across the borough including shared vision, KPI's and reporting mechanisms.
- Lead partnership work across the Early Help hubs that promotes consistency, equity and equality of access to services and demonstrates excellent practice.

Quality Assurance and Clinical Governance:

- Provide strategic oversight and accountability for clinical risk management across the MHST and TAS services, ensuring robust clinical governance systems are in place and regularly reviewed.
- Foster a culture of excellence and innovation by promoting continuous service evaluation, learning, and improvement.
- Ensure full compliance with NICE guidelines and other relevant best practice standards, embedding them into clinical practice and service delivery.
- Embed outcome monitoring across services, producing analytical reports and insights to inform service development and demonstrate impact.
- Oversee the safe management of clinical risk, supporting the development and maintenance of clear referral pathways to specialist CAMHS for joint working and treatment where appropriate.
- Champion the active involvement of children and young people in the design, delivery, and evaluation of services through co-production and meaningful consultation.
- Lead and contribute to clinical audit and research initiatives, using findings to inform service improvement and innovation.
- Maintain up-to-date knowledge of research, clinical practice, and supervision methodologies to ensure high standards of care and leadership.

- Apply theory and research to drive evidence-based practice, supporting continuous clinical innovation and service excellence.

Performance Management:

- Ensure children's clinical records are comprehensive, accurate, and written with the child's future needs in mind, including potential later-life access or subject access requests.
- Maintain all records in strict accordance with Family Services' record-keeping policies and data governance standards.
- Regularly collate, analyse, and report on the activities and outcomes of the multidisciplinary team, ensuring timely and accurate performance monitoring.
- Communicate complex clinical information effectively to a wide range of audiences—including children, young people, families, senior leaders, elected members, staff, and key stakeholders—both verbally and in writing.
- Take responsibility for achieving agreed performance objectives and ensure that all staff consistently meet quality standards in line with Family Services policies and expectations.
- Ensure that all staff receive regular professional supervision and annual appraisals, with a focus on supporting their ongoing professional development and alignment with service priorities.
- Participate in mandatory training and ensure compliance with local policies and procedures, maintaining child protection as a central priority in all aspects of service delivery.
- Support the financial management of the integrated clinical service, identifying risks and contributing to the delivery of agreed efficiencies and budgetary targets.

Health and Safety Responsibilities:

- To undertake overall management responsibility for the health and safety of staff and those using the Early Help hubs as is proportionate to the duties of the post.
- Ensure a knowledge and understanding of relevant legislation, policy and procedure and undertake managers tasks and duties as appropriate.
- Ensure appropriate training for managers, staff and partners and develop shared policy and processes across the Early Help Hubs.
- Abide by of Barnet's health and safety policy, associated arrangements for managing, and implement the manager's responsibilities set out therein.
- Complete mandatory health and safety training.

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Promotion of Corporate Values:

- To ensure that customer care is maintained to the agreed standards according to the council's values:

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Flexibility:

- In order to deliver the service effectively, a degree of flexibility is needed, and the post-holder may be required to perform work not specifically referred to above. Such duties, however, will fall within the scope of the post, at the appropriate grade.
- The post holder may be asked to work outside of normal working hours and/or at locations that differ from the primary place of work. Such duties, however, will fall within the scope of the post, at the appropriate grade.
- This Job Description is not meant as an exhaustive description of all aspects of your role as duties will vary according to the needs of the service. All such variations will be by reasonable request and agreement with your line manager and will be commensurate with the status and grading of the post.

The Council's Commitment to Equality

- To deliver the council's commitment to equality of opportunity in the provision of services. All staff are expected to promote equality in the workplace and in the services the council delivers.
- This job description is not exhaustive and may change as the post or the needs of the Council develop. Such changes will be subject to consultation between the post holder and their manager and, if necessary, further job evaluation.

All employees are expected to adhere to the Council's Diversity & Equality and Health and Safety Policies.

Barnet is committed to safeguarding and promoting the welfare of children and vulnerable adults and operates stringent safer recruitment procedures.

This role is subject to an enhanced DBS Check.

PERSON SPECIFICATION

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Reports to:	Head of Service

Criteria	Essential/Desirable	Assessed by:
Professional Membership/Qualification		
<ul style="list-style-type: none"> • Appropriate qualification to be a senior CYPMHS clinician e.g. • Clinical/Counselling psychology • BABCP Accredited CBT therapist • Family Therapist • Child & Adolescent Psychotherapist 	Essential	Application
<p>Advanced Supervision/ Management qualification graduate level and relevant to post.</p> <p>Can include: supervision/ Leadership Training, further additional clinical supervisor/ management training.</p>	Desirable	Application
The post holder will have current UK professional registration with the HCPC or accredited professional body.	Essential	Application
Experience & Knowledge		
Post-qualification experience of working clinically with children, adolescents, families and groups.	Essential	Application/Interview
Experience of leading and managing an MHST service.	Essential	Application/Interview
Experience of leading on service development and improvement in complex organisations that develop practice and improve outcomes for children.	Essential	Application/Interview

Demonstrable ability to assess, plan, deliver and evaluate service wide mental health and wellbeing programmes.	Essential	Interview
Proven track record of developing effective partnerships with key stakeholders	Essential	Application/Interview
Experience of supervising qualified clinicians, trainees, and administrative staff.	Essential	Application/Interview
Experience of leading and managing multidisciplinary teams.	Essential	Interview
Experience of chairing meetings.	Essential	Interview
Experience of risk assessment and risk management	Essential	Interview
Experience of working with safeguarding issues and contributing to training within a safeguarding environment	Essential	Application/Interview
Experience of working in diverse communities and environments	Essential	Application/Interview
Experience of capacity planning and waiting time management	Essential	Interview
Experience of outcome monitoring, audit, and research.	Essential	Interview
Experience of line management in accordance with HR guidance and processes	Essential	Application/Interview
Experience of providing highly specialist consultation, training and presentations to a wide range of audiences.	Essential	Interview
Experience of service user engagement	Essential	Interview
Experience of change management including managing situations presenting with conflicting demands and changing needs.	Essential	Interview
Experience of developing whole system care pathways.	Essential	Application/Interview
Skill & Ability		
A high level of clinical skill as relevant to working with children, young people and families in school settings.	Essential	Application/Interview
Ability to provide and receive highly complex, sensitive or contentious information in a highly emotive and	Essential	Interview

sometimes hostile atmosphere, in a range of relationships and settings.		
Proven ability to provide clinical and strategic leadership.	Essential	Interview
Advanced ability to provide clinical supervision, facilitating group processes and reflective practices.	Essential	Interview
A high level of consultative, interpersonal, communication and negotiation skills including the ability to deal with complex issues in a sensitive and appropriate manner.	Essential	Interview
Ability to work effectively and collaboratively with key partners and stakeholders	Essential	Application/Interview
A good understanding of relationship management and the capacity to establish and maintain effective communication and working relationships.	Essential	Interview
Ability to work flexibly across professional and service boundaries demonstrating a clear understanding of the roles and responsibilities of other agencies to promote an integrated approach and multi-disciplinary working to achieve results.	Essential	Interview
Ability to work autonomously, setting appropriate goals, in accordance with professional ethics and organisational guidelines	Essential	Interview
Ability to innovate on the basis of theoretical knowledge and research	Essential	Application/Interview
Excellent communication skills, including report writing and presentations	Essential	Application/Interview
Ability to analyse and evaluate complex information including data, spreadsheets and trends analysis and to prepare comprehensive, concise and analytical reports.	Essential	Application/Interview
Knowledge		
Advanced ability to work using a range of integrated therapeutic perspectives and modalities dependent on the needs of the client.	Essential	Application/Interview
Broad theoretical knowledge base in the analysis of highly complex facts or	Essential	Application/Interview

situations to arrive at appropriate formulations.		
Detailed knowledge of government guidelines and standards that support the delivery of safe, high quality service.	Essential	Application/Interview
Knowledge and understanding of legislative and practice guidance as relative to children and young people	Essential	Application/Interview
Up to date knowledge of NICE and other best practice guidelines	Essential	Application/Interview
Up to date knowledge of psychological therapies research relevant to the child and adolescent population	Essential	Application/Interview
Knowledge, understanding and clinical experience with people from diverse ethnic and cultural backgrounds and families with a high level of deprivation, social exclusion and marginalisation	Essential	Application/Interview
Knowledge of current developments within CYPMHS, in particular CYP IAPT, in accordance with NICE guidelines.	Essential	Application/Interview
Highly developed understanding of diversity, equality, and inclusion and related policies and procedures	Essential	Interview
IT competent, including Microsoft Office Word and Excel, information management and recording systems.	Essential	Application/Interview
Personal Attributes		
Ability to manage competing priorities and demands of a management role	Essential	Interview
Ability as Clinical Manager and Supervisor to manage the impact of organisational change on self and others.	Essential	Interview
Ability to motivate and inspire others	Essential	Interview
Ability to contain and work with organisational stress and to hold the stress of others	Essential	Interview
Ability to manage prolonged periods of concentration for teaching/supervision and clinical reporting	Essential	Interview

Ability to effectively manage a high level of exposure to highly distressing / highly emotional circumstances and exposure to traumatic circumstances	Essential	Interview
Ability to manage hot-desking arrangements, frequent travel and to operate in a variety of work settings, including children’s centres, schools and family homes.	Essential	Interview
Ability to work effectively and contain others during periods of change	Essential	Interview
Respectful approach to children, young people, families, carers, colleagues and other professionals.	Essential	Interview
Willing to negotiate, compromise and handle professional disagreement effectively	Essential	Interview
Ability to engage others in meaningful debate about sensitive issues to achieve progression.	Essential	Interview
Ability to remain calm during crisis, at all times placing the safety and well-being of children and young people at the centre of all you do.	Essential	Interview
Inclusive		
Personal Responsibility- I am curious about what is important to others around diversity. I reflect and act upon this curiosity to improve my own understanding.	Essential	Interview
Engage with discomfort- I am open to and reflect on what makes me uncomfortable and use my engagement with others to challenge myself and constructively challenge others.	Essential	Interview
Champion Diversity- I recognise the advantages and importance of equality, diversity and inclusion in delivering outcomes for children, young people, and families, and take an active role to ensure they are implemented and integrated in everything I do.	Essential	Interview
Collaborative		

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<p>One Team- I actively and purposefully build my network of relationships with people across the Council and with partners. I proactively seek feedback and evidence as a way of learning from and improving the way I work with others</p>	<p>Essential</p>	<p>Interview</p>
<p>Accountable- I accept responsibility for my own actions and decisions, and demonstrate commitment to ensuring these align to what is best for Barnet</p>	<p>Essential</p>	<p>Interview</p>
<p>Outcomes Focused- I adapt my way of working to best suit the outcome we are trying to achieve within the scope of my role and professional standards</p>	<p>Essential</p>	<p>Interview</p>