

## Kent County Council

### Job Description: Practice Development Team Manager

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<b>Directorate:</b>	<b>Adult Social Care and Health</b>
<b>Unit/Section:</b>	<b>Strategic Safeguarding, Practice, Policy, and Quality Assurance</b>
<b>Grade:</b>	<b>KR12</b>
<b>Responsible to:</b>	<b>Practice Development Service Manager</b>

#### **Purpose of the Job:**

To manage the practice development team to ensure a consistent offer across the Adult Social Care and Health Directorate, ensuring areas of good practice are identified and action plans to address required improvements are supported by the team.

To provide specialist and expert advice, consultation, coaching and challenge in the management of complex casework to operational managers and registered practitioners and embed KCC's practice framework into front line practice.

Undertake practice audits and analysis of priority areas identified through performance monitoring, practice audits and the use of information systems to provide advice and support. Provide Support to management and operational teams on matters relating to quality assurance and monitoring arrangements which contribute to the learning culture within ASC.

#### **Main duties and responsibilities:**

- Support the Service Manager in working with the Principal Social Worker & Principal OT to model and promote high quality frontline practice and support the development of a whole directorate learning culture.
- Manage the practice development team to ensure a consistent offer across the directorate in the form of innovative and successful implementation and monitoring of practice development opportunities lead by themes arising from practice audits and other learning outcomes.
- Support the implementation of the Directorate workforce plan, supporting the Service Manager with ongoing updates and review of the professional capabilities' framework, ensure the continued professional development of staff to work effectively within adult social care and health.
- Support the Service Manager and Principal Social Worker with undertaking and moderating practice audits in line with the Quality Assurance Framework and identifying priority areas for development which supports the learning culture within ASC.
- Work alongside front-line managers and Practice Development Officers to provide specialist and expert advice on complex casework, consultation, coaching and challenge to improve the practice within integrated services.
- Contribute to the effective formulation, monitoring and review of local policies, practice guidance and procedures that underpin effective practice.

- Support the Service Manager to oversee any opportunities that are identified to plan and deliver training presentations and workshops to front line practitioners both internally and as part of a multi-agency process to implement KCC's practice framework.
- Support the Service Manager to ensure that current research and national developments in legislation, policy and practice are disseminated and accessible to operational management and services to ensure practice is adapted accordingly.
- Support with CQC assurance and preparing for assessment.

Footnote: This job description is provided to assist the job holder to know what their main duties are. It may be amended from time to time without change to the level of responsibility appropriate to the grade of post.

## Kent County Council

### Person Specification: Practice Development Team Manager

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The following outlines the criteria for this post. Applicants who have a disability and who meet the criteria will be shortlisted.

Applicants should describe in their application how they meet these criteria.

	<b>CRITERIA</b>
<b>QUALIFICATIONS</b>	<ul style="list-style-type: none"> <li>• Educated to degree level or equivalent.</li> <li>• Professional qualification e.g Social Worker and up to date registration with the relevant body</li> <li>• Evidence of continuous professional development. Managing in Kent (or working towards)</li> </ul>
<b>EXPERIENCE</b>	<ul style="list-style-type: none"> <li>• Extensive post qualification experience within Social Care</li> <li>• A thorough knowledge and application of different models of social care and health</li> <li>• Experience of involvement in multi-agency working, particularly with Health partners.</li> <li>• Experience of managing and supervising qualified social care staff.</li> <li>• Experience of carrying out audits/ involvement in quality assurance</li> </ul>
<b>SKILLS AND ABILITIES</b>	<ul style="list-style-type: none"> <li>• Enhanced professional judgement and decision-making skills.</li> <li>• Ability to lead and influence.</li> <li>• Ability to develop effective working relationships at all levels internally and with key stakeholder from partner agencies.</li> <li>• Change management skills.</li> <li>• Good organisational skills including oversight and prioritising of projects.</li> <li>• Solution focussed skills.</li> <li>• Ability to analyse statistical &amp; performance information to improve practice.</li> <li>• Ability to challenge effectively and deliver difficult messages without undermining professional relationships and professional integrity.</li> <li>• Excellent communication skills – both verbal and written.</li> </ul>
<b>KNOWLEDGE</b>	<ul style="list-style-type: none"> <li>• Excellent knowledge and understanding of relevant legislative and policy frameworks and impact on service, across the adult social care and health agenda</li> <li>• Enhanced knowledge of practice theories, including social work theory, and its implications for practice</li> <li>• Knowledge of recent research and National initiatives impacting on Adult Social Care and Health Services</li> <li>• Excellent knowledge and understanding of Safeguarding policies and procedures</li> </ul>

**KENT VALUES AND CULTURAL ATTRIBUTES**

**Kent Values:**

- We are **brave**. We do the right thing, we accept and offer challenge
- We are **curious** to innovate and improve
- We are **compassionate**, understanding and respectful to all
- We are **strong together** by sharing knowledge
- We are all **responsible** for the difference we make

Our values enable us to build a culture that is:

**Flexible/agile** - willing to take (calculated) risks and want people that are flexible and agile

**Curious** - constantly learning and evolving

**Compassionate and Inclusive** - compassionate, understanding and respectful to all

**Working Together** - building and delivering for the best interests of Kent

**Empowering** - Our people take accountability for their decisions and actions

**Externally Focused** - Residents, families and communities at the heart of decision making

# Organisational Responsibilities

All corporate directors, directors and senior managers have an explicit responsibility to deliver the collective agenda of the Council. These are fundamental elements of their role not an addition and are summarised as follows:

## Whole Council

- Seek to improve the lives of all residents in Kent and economy of Kent
- Act as corporate parent to the Council's looked after children
- Take an active role in promoting and ensuring the Council's responsibilities for safeguarding are met.
- Understand, communicate and contribute to the delivery of KCC's strategic aims
- Meet statutory obligations and promote and ensure compliance with policies and procedures and the Council's Code of Conduct (Kent Code).
- Advise elected members and support the democratic process
- Promote the Council brand and enhance the overall reputation of the Council
- Understand and monitor the measures of performance, including customer insight, which define successful outcomes for KCC services
- Maintain and ensure a relentless focus on the customer
- Act to support the Council-wide need to deliver services within budget, thereby avoiding an overspend that could damage the financial viability of the Council
- Overcome professional and service silos to achieve the County Council's objectives.

## Integration of Services

- Focus resources where they have the biggest impact
- Deliver services that are flexible and adaptable
- Integrate services within KCC and work with partner agencies to ensure a seamless customer experience
- Fully and inclusively engage all staff in the delivery of services, demonstrating the Council's leadership values and competencies.

## Embedding Commissioning and Engaging relevant markets

- Establish an outcome focused organisation
- Meet the financial regulations and standing orders of KCC
- Challenge the status quo and engage with the market to constantly improve
- Ensure all services are delivered effectively and efficiently
- Proactively and continuously seek to improve service delivery
- Proactively manage risk to avoid inertia whilst not exposing the Council to needless and avoidable challenge or loss

## **Managing Change**

- Understand and support the Authority's overall change agenda
- Deliver required outcomes of service specific change on time and to budget
- Understand the quality of staff, support their development, nurture those with talent
- Identify the skills for the future and the level of staff through robust workforce planning
- Identify and deal with underperformance.
- Deliver to agreed budget and income targets.