

Kent County Council

Job Description: *Total Placement Service – Service Manager*

Directorate:	Children, Young People and Education
Unit/Section:	Children's Commissioning
Grade:	KSK
Responsible to:	Head of Children's Commissioning

Purpose of the Job:

Responsible for the safe and excellent delivery of a Children's Brokerage/Placement sourcing service within a multi-agency context so that children in care live in loving safe homes where they are safe and their needs are met. The postholder will develop and lead a critical support function, providing intelligence and professional expertise to support the operational teams through the development of new, consistent and efficient ways of working across the county.

The post holder will be responsible for shaping, leading and influencing strategy, and developing and operationally managing the internal and external placement activity and external resource activity of the Total Placement Service. This will include setting key performance targets for the service along with operational priorities and promoting efficient and accessible systems and processes to support identification and purchasing of cost effective resources for children, meeting their needs and delivered within timescales.

The postholder will lead the day-to-day operational business of the teams in the service area, promoting the best interests of children in accordance with the statutory frameworks, ensuring a prompt and efficient response to all contacts and referrals and the delivery of good outcomes for children and their families.

Main duties and responsibilities:

- Through management of staff and resources, ensure services are delivered in accordance with Government policy, (keeping up to date with new proposals and initiatives) legislation, council policies and departmental procedures and ensure these are child-focused and of the highest possible quality. Provide leadership in delivering and implementing any future changes in policies, procedure or other developments related to children's brokerage/placement sourcing.
- Support the Directors and Assistant Directors by advising on strategy, policy and future direction of the service. Contribute to the establishment and delivery of the council's sufficiency strategy ensuring effective feedback and translation into service delivery, and keep senior management informed of any issues or shortfalls in the service providing suitable solutions and action plans to address these matters.

- Manage budgets and expenditure to ensure resources are optimized. In line with eligibility criteria and priority levels as prescribed in assessment and care management policies and procedures, financial regulations, ensuring value for money. Effectively manage the budgetary performance of the service within the Council's delegated scheme and in accordance with financial regulations.
- Drive and implement the strategic and operational vision of the Service, Division, Directorate and the Council and successfully manage the cultural change required to achieve and provide continuous excellent service delivery. This will involve holding joint responsibility for developing the agenda of service improvement and the ongoing development with partners, including schools and voluntary organisations, to achieve effective and excellent multi-agency working focused around the child.
- Undertake the supervision of directly managed staff to ensure staff and managers receive the supervision, appraisal, support, training and development necessary for them to provide high quality, safe care for children.
- Establish, implement and review annual objectives and targets and ensure that Team Managers produce and implement Service and Team Business Plans setting out clear aims, objectives, targets and performance. Develop systems for the effective monitoring of performance, in order to recognise and commend good performance and to demonstrate high expectations of performances. Have lead responsibility for meeting the performance targets of the service area and to report these to managers and staff as required.
- Ensure the safe transfer of children's files and share resources across the services to ensure safeguarding of children and families.
- Contribute to, and be responsible for quality assurance in own service, including the use of audits, service user feedback and consultation. Carry out quality assurance activities, audits and analysis of staff supervision and exit interviews and ensure service and departmental improvements are made based on the outcomes of this analysis.
- Secure sustainable partnership arrangements with key partners, particularly health, schools, colleges and the voluntary sector, and other local authorities, ensuring the care planning meets the needs and the safety of the child and where these add value to the work of the service in seeking to improve outcomes for children and young people.
- Provide corporate leadership in ensuring effective working relationships with other parts of the Directorate and other Council Departments, along with external agencies such as the NHS and providers of placements. Seek ways to develop the multi-agency services provided so that they model best practice and ensure the safe care of children and young people. To take part in the multi-agency strategic and operational planning process and to jointly manage services with key partners where appropriate and agreed.

- Ensure Safeguarding services across the council work effectively and collaboratively to achieve excellence against all national and locally set targets and to chair and participate in panels as required.
- Ensure all actions of team members comply with the Council's policies on diversity, equal opportunities and Health and Safety, including leading through role model behaviour.

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.

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.

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Person Specification: *Total Placement Service – Service Manager*

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.

	CRITERIA
QUALIFICATIONS	Degree or equivalent in Health or Social Care related subjects. Relevant professional development.
EXPERIENCE	<p>Extensive experience of working in Children's services with an in depth knowledge of the legal and regulatory frameworks.</p> <p>Relevant experience in Children's services including understanding of commissioning, payment systems, Finance and Brokerage.</p> <p>Experience of working within senior management within local government and/or other large and complex organisations.</p> <p>Experience of working within senior management across directorates, internal and external providers and members of the public.</p> <p>Experience of contributing to Business Planning and performance improvement processes.</p> <p>Experience of achieving solutions to enable the delivery of a diverse range of services in partnership with both internal and external bodies.</p> <p>Experience of policy and change management.</p> <p>Experience of leading, managing and motivating staff.</p> <p>Experience of working with providers, negotiating costs and achieving best value for Kent tax payers' money with demonstrated commercial acumen</p>
SKILLS AND ABILITIES	<p>Ability to shape and develop a unit that will deliver services now and in the future</p> <p>Excellent negotiation skills and high level of interpersonal and communication skills at all levels.</p> <p>Ability to access, analyse and utilise IT systems and data</p> <p>Ability to meet strict deadlines and targets, prioritise and plan work</p> <p>Ability to develop performance management systems</p> <p>Excellent presentation skills and the ability to influence a diverse range of audiences</p>

<p>KNOWLEDGE</p>	<p>Expert and extensive knowledge and understanding of Children and Families legislation and statutory requirements.</p> <p>Expert and extensive knowledge of relevant national and corporate policies and legislation</p> <p>Understanding of the internal and external drivers which impact on supply and demand</p> <p>Good awareness of Data Protection, GDPR and confidentiality issues</p> <p>Excellent awareness of and responsiveness to political issues</p> <p>Knowledge of business, commissioning and contracting processes</p>
<p>KENT VALUES AND CULTURAL ATTRIBUTES</p>	<p>Kent Values:</p> <ul style="list-style-type: none"> • 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 <p>Our values enable us to build a culture that is:</p> <p>Flexible/agile - willing to take (calculated) risks and want people that are flexible and agile</p> <p>Curious - constantly learning and evolving</p> <p>Compassionate and Inclusive - compassionate, understanding and respectful to all</p> <p>Working Together - building and delivering for the best interests of Kent</p> <p>Empowering - Our people take accountability for their decisions and actions</p> <p>Externally Focused - Residents, families and communities at the heart of decision making</p>