

## Kent County Council

### Job Description: Service Manager

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| <b>Directorate:</b>    | <b>Children, Young People and Education</b>                                       |
| <b>Unit/Section:</b>   | <b>KSL</b>  |
| <b>Grade:</b>          | <b>Supported Accommodation</b>  |
| <b>Responsible to:</b> | <b>Assistant Director – Unaccompanied Asylum-Seeking (UAS) Children's Service</b> |

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

- To be the Registered Manager for the Service's Reception and Safe Care Centres for 16-17 year old children, which KCC has applied to register with Ofsted as a supported accommodation service.
- You will be directly accountable for the management, development and operation of supported accommodation reception and safe care centres to ensure a consistent level of care to Unaccompanied Asylum-Seeking (UAS) Children receiving this service.
- To provide professional leadership in shaping the provision of supported accommodation reception and safe care centres. Ensure consistency and compliance with the requirements of external regulators and prescribed quality standards.
- To ensure the smooth running of all supported accommodation reception and safe care centres, ensuring that they are a nurturing, safe environment which promotes the emotional and physical well-being of the diverse group of children residing within them.
- To lead on the development of effective relationships across the area that promote collaboration and integrated service delivery, wherever possible, and achieve improved outcomes for children.
- Work collaboratively with relevant parts of the Council to develop a more focused commercial approach to service delivery across the in-house services and directly contribute to transformation within Social Care and the Council.
- To inspire a culture of excellence and high standards of care for all children residing in supported accommodation reception and safe care centres.
- Plan and deliver supported accommodation reception and care centres, jointly with all key partners to ensure children are safeguarded, and services are delivered effectively, at best value and comply with legislation and National, Corporate and Directorate policies and procedures.

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

- Be the Registered Manager for the Service's Reception and Safe Care Centres for 16-17 year old children, which KCC has applied to register with Ofsted as a supported accommodation service.
- Provide the professional leadership and expertise to drive forward quality in delivery of children's in-house supported accommodation for children who arrive in Kent seeking asylum from the UK Government. Ensuring they meet and exceed the requirements of external regulators.
- Establish effective working relationships with external regulators (within registered services) and ensure Operations Managers take appropriate management action and responses to Inspection Reports and developments nationally in the inspection regime.
- Directly manage, lead and support development of community cohesion initiatives ensuring that connections are made across communities to promote the holistic needs

of the client group. This to include the promotion of good mental health for children and young people who may be vulnerable and face significant challenges.

- Direct and develop, enhance and maintain collaborative relationships with strategic leaders and partners, including across NHS, Police, LCSP and specialist agencies to manage the quality of services and ensure positive outcomes for children.
- Contribute to the recruitment, training, professional development and retention of staff within the service area, ensuring effective staffing resource allocation across the service to ensure flexible and responsive service delivery, taking into account the consistent application of the Directorate's practice framework, demands on the service and compliance with Health and Safety policies and practices.
- Drive through change initiatives to ensure continuous service improvement to improve life chances for the children and young people of Kent.
- Undertake effective performance management through, but not limited to, statistical analysis and case audit and review, ensuring the performance assessment framework and other agreed local targets are met.
- Influence the strategic policy direction and development of procedures and standards of practice for Integrated Children's Services and the Directorate through participation in Area and County working groups and other appropriate forums.
- Plan and monitor levels of budget allocation across the area, identifying and devolving budgets to team managers.
- Responsible for the delivery of supported accommodation reception and safe care centres to meet the changing needs of children whilst optimising operational and cost efficiencies.
- Development of business plans establishing the priorities for the function.

Footnote: This job description is provided to assist the job holder to know what his/her 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: Service 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>   |
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| <b>QUALIFICATIONS</b>       | <ul style="list-style-type: none"> <li>Any relevant professional qualification</li> <li>Evidence of continuous professional and management development</li> <li>Registration as a social worker with Social Work England if in possession of a Social Work qualification</li> </ul>   |
| <b>EXPERIENCE</b>           | <ul style="list-style-type: none"> <li>Significant senior management experience in Children's Services with experience working to improve outcomes for looked after children.</li> <li>Collaborative working and establishing and managing partnerships across key partner agencies</li> <li>Managing services commissioned from external partners</li> <li>Experience of planning and performance monitoring</li> <li>Managing a complex budget and resources and good understanding of external funding</li> <li>Managing change in a politically sensitive environment</li> <li>Professional supervision, managing and developing a team</li> </ul>  |
| <b>SKILLS AND ABILITIES</b> | <ul style="list-style-type: none"> <li>Excellent communication skills in all formats, with an ability to communicate effectively with Senior Managers, elected Members, multi-agency partners and people within the community</li> <li>Ability to produce written material and presentations to a high standard, which are suitable for a range of different audiences.</li> <li>Excellent consultation and negotiation skills, with an ability to negotiate in a range of environments including within the Council, with partners, elected Members and external organisations</li> <li>Ability to develop and sustain effective partnerships and working relationships across a range of agencies</li> <li>Ability to lead, manage and motivate teams</li> <li>Ability to manage and drive through sustainable change</li> <li>Ability to manage risk and apply a range of problem-solving techniques</li> <li>Excellent data analysis skills</li> <li>Excellent organisational skills and ability to plan for future service and staff development</li> <li>Ability to manage conflicting priorities and deliver results within tight timescales</li> <li>Effective budget, resource and performance management skills</li> <li>Computer literacy</li> </ul> |
| <b>KNOWLEDGE</b>            | <ul style="list-style-type: none"> <li>Appreciation of Kent County Council's policies and procedures, priorities, practice and standards, especially in relation to</li> </ul>  |

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|                                   | <p>integrated children's services, safeguarding and threshold management, together with related legal requirements</p> <ul style="list-style-type: none"> <li>• A detailed knowledge of Government policy, legislation and guidance relevant to children's services, particularly in relation to adolescent-focused services and Youth Justice</li> <li>• Up-to-date knowledge of relevant research, best practice and national standards in relation to children's services</li> <li>• Knowledge of corporate financial regulations</li> <li>• Broad knowledge of the range of children's services across partner agencies and sectors</li> <li>• Good understanding of adolescent development</li> <li>• Good understanding of child protection and safeguarding requirements</li> </ul>   |
| <b>BEHAVIOURS AND KENT VALUES</b> | <p><b>Kent Values:</b></p> <ul style="list-style-type: none"> <li>• <b>We are brave. We do the right thing, we accept and offer challenge</b></li> <li>• <b>We are curious to innovate and improve</b></li> <li>• <b>We are compassionate, understanding and respectful to all</b></li> <li>• <b>We are strong together by sharing knowledge</b></li> <li>• <b>We are all responsible for the difference we make</b></li> </ul> <p>Our values enable us to build a culture that is:</p> <ul style="list-style-type: none"> <li>• Flexible/agile - willing to take (calculated) risks and want people that are flexible and agile</li> <li>• Curious - constantly learning and evolving</li> <li>• Compassionate and Inclusive - compassionate, understanding and respectful to all</li> <li>• Working Together - building and delivering for the best interests of Kent</li> <li>• Empowering - Our people take accountability for their decisions and actions</li> <li>• Externally Focused - Residents, families and communities at the heart of decision making.</li> </ul> |

# 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.