

A large, stylized blue silhouette of a horse in profile, facing left, with its mane and tail flowing. It is positioned in the upper half of the page, serving as a background for the title.

# **Service Manager - Safeguarding, Professional Standards & Quality Assurance**

**Kent County Council**

# Content details

Introduction to Kent County Council	3-4
Structure of KCC	5-6
Job Description and Recruitment Selection Criteria	7-10
Organisational Responsibilities	11-12
Kent Values	13
Working for Kent County Council	14-16
Selection Process	17

# Introduction to Kent County Council

Visit our website at [www.kent.gov.uk](http://www.kent.gov.uk)

We are the UK's largest local authority, with a workforce in excess of 30,000 people, including maintained schools, serving a population of 1.5 million. We have various offices in central locations and a large number of service establishments throughout Kent; our corporate office is based in Maidstone.

More than two thirds of our workforce provide services directly to the public – such as domiciliary Care Workers, Classroom Assistants, Social Workers, Teachers, and Occupational Therapists etc.

Our annual budget covers a huge range of services. This translates into a host of interesting roles and career paths awaiting those who want to work in a leading edge public sector organisation.

## Aims and objectives

Our focus is to work as one council to design and deliver a cohesive, modern public service offer for all Kent's residents, businesses and communities. This will bring together change projects consistently across the council and create organisational design opportunities to transform the way we work, including our people, assets, technology, structures and service delivery.

Success in delivering this aspiration will be determined using the following criteria:

- Working beyond the limit of organisational and service boundaries
- Thinking beyond the limit of our statutory powers
- Building capacity to provide sector and system leadership
- Delivering at both strategic and local scale
- Supporting economic security
- Delivering a cohesive service offer
- Flexibly uses its assets as part of public service design and delivery

The [Strategic Delivery Plan](#) is our business plan for 2020 – 2023. In light of COVID-19 this has been revised to focus on those critical activities for 2020-21.

Our business plan plays an important part in delivering the outcomes of our strategic statement, [Increasing Opportunities, Improving Outcomes](#).

Before the pandemic the Council was consulting on it's new, [draft 5 year plan](#). However, this was paused and the County Council have now produced an [Interim Strategic Plan](#).

# Political Arrangements

The County Council has 80 councillors and elections take place every four years.

The political composition of the County Council is as follows:

Conservative	61 members
Labour	7 members
Liberal Democrat	6 members
Independent Groups	6 members

The Leader of Kent County Council is Roger Gough.

There is a Cabinet of Executive Members which meets regularly to debate policy issues and make key decisions. The cabinet comprises of:

Roger Gough	Leader of Kent County Council
Peter Oakford	Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services
Clair Bell	Cabinet Member for Adult Social Care and Public Health
Tony Hills	Cabinet Member for Environment
Sue Chandler	Cabinet Member for Integrated Children's Services
Mike Hill OBE	Cabinet Member for Community and Regulatory Services
Shellina Prendergast	Cabinet Member for Education and Skills
David Brazier	Cabinet Member for Highways and Transportation
Bryan Sweetland	Cabinet Member for Communications, Engagement and People
Derek Murphy	Cabinet Member for Economic Development

# Structure of KCC

The structure of the organisation is as shown [here](#)

The Senior Officer team consists of six Corporate Directors. For more information on the Corporate Management Team please follow this [link](#)

The four directorates are as follows:

## Growth, Environment and Transport

The Directorate comprises a range of key frontline, strategic, policy and commercial functions, and plays a major role in making Kent a better place to live, work and visit. The services provided, and the future the directorate helps to shape, affects every household in Kent. This includes strategic responsibility for the future of the county in terms of planning, economic development, transport policy, and major transport improvement schemes, waste disposal and recycling services. In addition, GET manages country parks; libraries; and delivers enforcement services including trading standards, community safety and emergency planning.

### Responsible for services that include:

Highways, Transportation & Waste, Regulatory Services, Economic Development, Community Safety & Emergency Planning, Libraries, Registration & Archives, Sport & Country Parks, Arts including Kent Film Office, Development Planning, Planning Applications, North Downs Areas of Outstanding Natural Beauty, Flood Risk & Environment, Sustainability & Climate Change and Heritage Conservation

## Adult Social Care and Health

The Directorate commissions and provides a range of services to improve outcomes for older and vulnerable adults, including those with mental health issues or disabilities, and their families. The Directorate supports vulnerable adults to live independently by promoting their wellbeing and supporting their independence. Services for adult mental health and learning disability already work in integrated teams with NHS colleagues and as a key partner in the Kent and Medway STP we are developing multi-disciplinary teams within communities to support local care.

### Responsible for services that include:

Adults Central Referral Unit, Adult Community Teams, Safeguarding and quality, Kent Enablement at Home, Sensory and Autistic Spectrum Conditions Service, Integrated/Registered Care Centres, Day Centres, Community Learning Disability Teams, In-House Provision and Mental Health Services.

## Children, Young People and Education Directorate

This Directorate combines and integrates the statutory responsibilities of Specialist Children's Services together with Education services and the targeted and universal services for children and young people within Early Help and Preventative Services. There is a strong focus on alignment of resources to help ensure achievement of one of the key County Council strategic outcomes: 'Every child and young person in Kent gets the best start in life'. To improve outcomes for children and young people, services within the Directorate are working together with relevant partners to deliver the vision set out in the Children and Young People's Services Integration Programme.

### Responsible for services that include:

Children's Social Care, Adoption & Fostering, Standards & School Improvement, Skills & Employability, Early Years and Childcare, Provision Planning, Fair Access, Educational Psychology, SEN Assessment & Placement, Youth Justice, Outdoor Education Centres, Children's Centres and Youth Hubs, Inclusion & Attendance, Early Intervention and Community Learning & Skills and Disabled Children and Young People Teams.

## Strategic and Corporate Services

The Directorate supports the delivery of our front line services. The Directorate leads and co-ordinates major change, organisational design, development and provides a critical client and contracting role with our trading companies including property, legal and customer contact. It provides organisational wide governance, financial management and a major contribution to our political and external relationships.

### Responsible for services that include:

Engagement, Communications, Organisation Design & Development, Finance, Governance & Law, Infrastructure, Policy and Strategic Commissioning including Procurement & Business Intelligence and Public Health

# Job Description

<b>Directorate:</b>	<b>Children, Young People &amp; Education</b>
<b>Grade:</b>	<b>KR14</b>
<b>Responsible to:</b>	<b>Assistant Director of Safeguarding, Professional Standards &amp; Quality Assurance</b>


## Job outline:

Accountable for improving outcomes for children through the strategic leadership and delivery of service wide quality assurance through the Quality Assurance Framework including the Kent Practice Framework. Service Managers may manage Practice Development Services, Child Protection Conference (CPC) services, Independent Reviewing Officer (IRO) services and the Local Authority Designated Officer (LADO) function. Responsible for ensuring professional practice standards and effective quality assurance mechanisms and systems are in place in order to achieve excellence and demonstrate a positive impact on outcomes for children and young people.

Make a broad and sustained contribution to the achievement of the authority's and the Safeguarding units aims and objectives. There are two Safeguarding Service Managers and they will have separate leads: lead for Quality Assurance and the other for Professional Standards. The Service Managers will work closely together to deliver consistent messages to the senior management team. They will work closely with key strategic leaders and operational staff to ensure practice is consistently quality assured across the service and to ensure that performance improvement and quality assurance develop together, adding value to each other.

## Job accountabilities:

1. Lead the services with overall accountability for ensuring statutory responsibilities are met, the quality-of-service provision and standards are maintained and improved and that strategic and operational targets are identified and met.
2. Contribute towards the development of The Kent Academy Children's Portal, developing resources and creating learning opportunities for practice. This includes the Step -up to Social Work DfE Programme.
3. Ensure the overall communication and image of the service is instrumental in providing specialist advice when necessary. Advise, consult and communicate with Members, Assistant Directors, Director, Corporate Director, staff and other stakeholders as appropriate.
4. Accountable for further development and ongoing management of the Integrated Children's Services Quality Assurance Framework, including the ongoing development of the audit cycle, triannual report and the ongoing development of the Kent Practice Framework. Manage, measure and monitor the quality-of-service provision and standards across Integrated Children's Services through embedding a culture of audit and review, statistical analysis and performance management. Analyse and interpret themes and learning to develop and deliver responsive approaches to practice development.

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5. Represent the Assistant Director of Safeguarding, Professional Standards and Quality Assurance as required, including preparation of reports, taking a professional lead, attending meetings and supporting the Director/Corporate Director on Safeguarding and Quality Assurance matters as required.
  6. Lead communication and reporting from Integrated Children's Services to KSCMP, including management of the Integrated Children's Services contribution to local practice reviews & National Child Safeguarding Practice Reviews. Identify and address risks, issues and opportunities for improvement as early as possible.
  7. Analyse, interpret and contribute to the continuous improvement of practice and practice delivery across Integrated Children's Services and multi-agency partners ensuring lessons learnt are disseminated across the workforce and partner agencies, including through the KSCMP.
  8. Develop key plans, reports and other documents to ensure the work of the Safeguarding, Professional Standards and Quality Assurance Unit and Integrated Children's Services is adequately reflected against strategic outcomes.
  9. Develop the Safeguarding, Professional Standards and Quality Assurance Unit Business Plan, monitor targets, whilst ensuring that the service is operating within national and local performance indicators and action improvements against targets when necessary.
  10. Manage the service budget, to include the effective and efficient management of all resources with the service area to achieve value for money and ensure that variations to expected patterns of expenditure and income are fully investigated and appropriate corrective action is taken.
  11. Ensure that a robust participation strategy is implemented in the services, seeking feedback from service users and other stakeholders on service provision to ensure they are fit for purpose and make recommendations when corrective action needs to be taken.

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.

# Recruitment Selection Criteria

The qualifications, knowledge and experience criteria below will be used in shortlisting. Applicants should describe in their application how they meet these criteria.

## Qualifications:

- Recognised Social Work qualification - Degree in Social Work, CQSW, DiPSW, CSS
- Registration as a social worker with Social Work England
- Satisfactory enhanced DBS check
- Evidence of continuous professional and management development

## Experience:

- A track record of sustained success and achievement in a senior management role within Social Services, Education, Health Service, related voluntary sector or private sector organisation.
- Experience of developing successful collaborative working and partnerships in order to improve outcomes for children.
- Proven track record of leading strategies as part of a quality assurance framework which lead to improved outcomes for children, young people and their families.
- Experience of directly contributing to policy development, implementation and review.
- Demonstrable experience of initiating and managing change in the pursuit of strategic and operational objectives.
- Effective management and monitoring of complex budgets including prioritising and targeting resources in a cost effective way.
- Experience of working with members of the public and successful complaint resolution.
- Experience of working in a politically sensitive environment that requires liaison with Members and with the press office in cases of potential adverse media coverage.
- Experience of managing risk.

## Skills and Abilities:

- Ability to communicate effectively both verbally and in writing, with a range of multi-agency partners, senior managers, elected members and people in the community.
- Ability to produce written material to a high standard which is suitable for a range of different audiences.
- Be able to analyse information, develop and use performance management and quality assurance processes to inform high quality professional practice.
- Strategic thinker and ability to work to tight deadlines within budgetary constraints
- Proven ability to lead and influence change including having excellent negotiating and planning skills. Able to challenge practice assertively in a manner that does not undermine professional working relationships.

- Ability to lead, motivate manage and develop staff.
- IT-literate with an understanding of information systems, including the child's electronic file, i.e. Liquid Logic (Liberi system).
- Commitment to equalities and the promotion of diversity in all aspects of working.

### Knowledge:

- Sound working knowledge of the legislative framework relating to children particularly The Children Act 1989.
- Awareness of key national drives in the public sector generally and in social care and children's services more specifically.
- Up to date knowledge of research and quality assurance frameworks is essential.
- Knowledge of various models of intervention including Signs of Safety.
- Knowledge about what makes for effective social work with children and families.

# Organisational Responsibilities

All Corporate Directors, Directors and Heads of Service have an explicit responsibility to work as part of a team to deliver, collectively, the agenda of the County 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 the 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

# 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 culture 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

As a senior leader you will be expected to role model and drive the Council's cultural aspiration and its related values. In doing this the leadership traits we expect of you are:

- Courage and integrity
- Making a difference – sense of purpose
- Compassion and inclusion – community leadership
- Drive for results -
- Curiosity and learning

# Working for Kent County Council

## Salary and Status

This post is offered as a permanent contract.

The appointment will be subject to 3 months' notice.

KCC pays salaries to bank accounts on the 25th of the month unless this falls on a weekend or public holiday.

## Terms and Conditions

The appointment is subject to the terms and conditions contained within the Kent Scheme of Conditions of Service.

30 days annual leave is provided excluding Bank Holidays. You will also receive paid time off for public holidays plus a concessionary day at Christmas.

An excellent relocation package is available to assist with costs, including removal companies, temporary lodgings and professional expenses.

The postholder will be expected to provide a car for official journeys.

## Personal Interests

Kent County Council policy requires all employees to declare membership of any organisation that falls within the following definition:

Any lodge, chapter, society, trust or regular gathering or meeting, which:

- is not open to members of the public who are not members of that lodge, chapter, society or trust;
- includes in the grant of membership an obligation on the part of the members to make a
- commitment (whether by oath or otherwise) of allegiance to the lodge, chapter, society, gathering or meeting; and
- includes, whether initially or subsequently, a commitment (whether by oath or otherwise)
- of secrecy about the rules, membership or conduct of the lodge, chapter, society, trust, gathering, or meeting

A lodge, chapter, society, trust, gathering or meeting as defined above, should not be regarded as a secret society if it forms part of the activity of a generally recognised religion.

## **Pensions**

The post holder will have the choice of contributing to the Local Government Pension Scheme (LGPS). Further details will be available for the successful applicant.

## **Politically Restricted Posts**

This is a politically restricted post which means that the post holder cannot stand for public elected office (other than to a parish council) and is subject to further restrictions on more general political activity.

## **Whole Time Employment**

The person appointed will be required to devote their whole time service to the work of Kent County Council and should not engage in any other business without the express consent of the County Council.

## **Health and Safety Policy**

The County Council recognises and accepts its responsibility as an employer, and will take positive action to ensure the health, safety and welfare of all employees and other persons who may be affected by its operations, by providing safe working conditions and a healthy and safe working environment.

## **Sickness Provision**

Our sickness benefit scheme exceeds statutory requirements. Actual paid absence depends on how long you have worked for KCC and the circumstances of your absence. For example, after 6 years' service your benefit would be 6 months full pay and 6 months half pay.

## **Training and Development**

KCC is committed to supporting staff to reach their full potential through annual appraisal and personal development plans, enhanced by a range of career development opportunities.

Managers from KR9 to KR20 will be required to undertake our Kent Manager standard programme within the first year of employment.

## Green Travel

Our Green Travel Plan is exploring alternative modes of transport to improve travel choice and reduce congestion and pollution. This includes:

- Car sharing and emergency taxi home.
- Discounted fares, free tickets, trip planning and improved travel information.
- Pool car and bikes

## Other benefits

KCC offers a range of family friendly policies including:

- A generous maternity scheme
- Emergency leave
- Parental leave
- Special leave
- Help Fund – all employees have the opportunity both to pay into the fund and to apply for help from it when experiencing financial hardship
- An in-house confidential counseling service and Occupational Health Service
- Kent Rewards - discounts at over 1,200 retailers ranging from reduced rates at Health Clubs to house and car insurance to holidays

## Living in Kent

With great schools, vibrant cities, golden beaches and stunning countryside Kent has lots to offer you. Find out more about [locations in Kent](#).

# Selection Process

## Closing Date

This post will close at midnight on 28<sup>th</sup> August 2021.

## Selection Process

As part of the interview process for this role you may be required to complete an occupational personality questionnaire prior to your interview.

## How to Respond

To apply please visit [www.kent.gov.uk](http://www.kent.gov.uk) to complete an online application form.