

**Role Profile: Service Manager HC12 Title: Service Manager Quality, Assurance and Performance**

|  |
| --- |
| The purpose of the role is to lead and manage an allocated team of staff that will be responsible for audit activity and other quality assurance functions across the services. The quality assurance (QA) service manager will play a key role in driving our service improvement through the implementation of our quality assurance framework for determining how well we deliver our services and support to the children and families we help. This requires the QA service manager to coordinate with managers and senior leaders on delivering the quality assurance activities, such as monthly collaborative audits and moderations, deep dive and thematic audits, and practice week activities. They will play a key role in ensuring the children and families services are at the centre of decision making, are safe and receive the highest standards of personalised support, focused on what matters to them.This role is key to ensuring the delivery of these services are provided to a high quality and consistent with our statutory obligations and practice standards. The QA service manager will ensure proper triangulation of our audit findings with feedback from children and families and our multi-agency partners to provide a holistic view of how well we work together to deliver our support to children and families and areas we need to improve upon. The post holder will lead on ensuring all outcomes and plans derived from QA activities across the children and young people’s directorate are monitored for completion and evaluated to see if this has improved outcomes for the service delivery and support to children and families. This will include attending and providing regular reports to management, senior leadership, council, and the children’s safeguarding partnership meetings as appropriate.The QA service manager will play a key role in Ofsted inspections and monitoring visits, including supporting inspection planning and providing key information for the Annex A. This will also include recommending improvement activities to be developed as identified from Ofsted inspections and visits and linking progress to any service improvement plans for the children’s service directorate. The QA service manager will seek regular input from practitioners, managers, and senior leaders on where to target our QA activities and provide regular reports on findings and recommendations to senior leaders, council members, and the Children’s safeguarding partnership. This will also include recommendations to the children’s professional learning academy on any training and learning opportunities to develop or commission to help better equip the children’s service workforce on continually improving the service and support we provide aimed at improving outcomes to the children we safeguard or look after. The QA service manager alongside the Principal Social Worker will take the lead on the internal case learning reviews, and actively participate in the multi-agency learning reviews. The QA manager will manage the Quality Assurance Practitioners who will support the QA service manager in implementing the quality assurance framework. |
| **Service Specific Accountabilities** * To monitor and manage the allocation of audits and other QA activity of the QA Officers.
* To lead on the implementation of the Quality Assurance Framework. To identify models of good practice and innovate new ways of QA and evidencing impact on outcomes for children, young people and their families
* Actively inform themselves of developments in research and evidence based practice to inform their professional leadership, act as a resource for colleagues and inform training programmes
* Disseminate models of good practice across agencies and contribute to the development of best practice standards with an emphasis on user experience and outcomes
* To lead on the annual audit programme and delivering practice workshops, reflective spaces, and other practice improvement activities.
* To provide reports as required to the senior management team to deliver the findings from audits, offering suggestions for service improvement, and detail how actions from audits and the continuous improvement framework impact on service delivery and improve standards and outcomes for children and young people.
* To deliver training to social care staff and staff from other agencies to improve practice standards
* To work with senior managers to ensure the outcome of quality assurance activities are incorporated in departmental policy, procedure and guidance
* To ensure effective systems are in place to capture service user feedback; including but not limited to service user surveys; feedback forms and consultations. To conduct analysis of feedback and prepare reports and recommendation
* To offer expert support in the production of independent case management reviews
* To work with the Complaints Managers to ensure learning from complaints feeds into the QA Framework and improvement activity.
* To represent the service at relevant meetings including Safeguarding Partnership Board meetings; regional network meetings and such, as and when required.
* To actively contribute to the organisation of networking and training events both within the council and with external partners
* Identify and report on any areas of risk and initiate corrective actions, escalate concerns where appropriate.

**Skills** * Being a confident and consistent leader and manager in the escalation of risk, advising others when required
* Be able to work across any function area within the service in the management of risk
* Able to facilitate change and implement corporate plan in own area.
* Ability to think ahead and deliver innovative approaches to service delivery.

**Leadership and Management** • Ensure through audit and where appropriate remedial actions / escalations, the assessment, planning and review of casework is purposeful, targeted and timely.• Lead on / support practice development initiatives to ensure a confident and professional workforce.• Model the values and principles that underpin high quality social work practice.• Facilitate information exchange by establishing good communication mechanisms both internally and with external partners.• Support Lead Officer for the oversight and implementation of the Children’s Improvement Plan, working closely with the DfE Advisor, Children’s Commissioner, Senior and Executive Officers.• Support with leading inspection readiness for Children and Young People’s Services ensuring all statutory and regulatory obligations related to the areas of responsibility are met, and remain safe and robust.• Responsible for managing and communicating learning from quality assurance activity, complaints, compliments, rapid reviews, media queries, Safeguarding Practice Reviews and Safeguarding Adults Reviews.• Lead the assurance activity in relation to multi- agency audits, learning into practice and actions plans arising out of reviews, improvement and inspection activity. |

Service Manager Quality, Assurance and Performance HC12 v1.0 April 2024

|  |  |
| --- | --- |
| **ACCOUNTABILITIES** 1. Lead the service area(s) to deliver operating plans and contractual arrangements, focusing on the needs of the defined localities within Herefordshire.

 1. Plan, manage and monitor the use of available financial, physical and human resources, making efficiency savings as required.

 1. Co-ordinate and integrate council resources to deliver both routine operations and to manage complex business issues and risks to meet agreed service standards.

 1. Identify customer requirements to inform service specifications and the delivery of locality-based customer focused outcomes.

 1. Act as a technical reference for the service and its customers, maintaining and applying an up-todate knowledge of expertise area.

 1. Identify better ways of doing things and make recommendations for wider improvements to policies, systems, practices and procedures.

 1. Participate effectively and contribute to corporate programmes to help deliver change management and service improvements.

 1. Manage others, setting clear goals, and deliver a coherent approach to staff development and training within the service area to continuously improve performance.

 1. Establish and maintain good working relationships with internal colleagues, and represent the council on appropriate forums where required.

 1. Understand and meet all required legislation and governance to deliver the required standards.
 | **SKILLS, KNOWLEDGE & EXPERIENCE** * Experience of managing staff, budgets and service areas successfully in pursuit of challenging performance expectations.
* Qualified in area of professional expertise.
* Track record of effective service delivery in a public service environment.
* Experience of service and quality improvement methods and their implementation.
* Ability to identify trends and develop new concepts.
* Experience of managing networks in a partnership environment, including working knowledge of partnering/ contract management.
* Ability to analyse performance information and take appropriate action.
* An excellent professional, technical and developmental record in a relevant technical area that is public service focused, including relevant specialist knowledge over a range of procedures underpinned by theory, acquired through qualification to Qualifications & Curriculum Framework Level 5 for specialist knowledge and managerial knowledge or equivalent experience for both.

  |
| ***Employees and culture*** * Employee engagement
* Co-operation
* Concept formation
* Change management
 | ***Relationships*** * Influence
* Level of understanding by others of information provided
* Peer and partnership feedback

 |
|  |  |  |  |
| ***Customer Service*** * Quality and timeliness of advice/ service provided
* Customer satisfaction/ service quality

 | **PERFORMANC** | **E MEASURES**  |  Service improvement |
|   | ***Value for Money***  Cost reduction  |
| **LEADERSHIP BEHAVIOURS** **Council values:** I aim to put **PEOPLE** at the heart of everything we do **People –** treating people fairly, with compassion, respect and dignity**Excellence –** striving for excellence and the appropriate quality of service, care and life in Herefordshire**Openness –** being open, transparent and accountable**Partnership –** working in partnership, and with all our diverse communities**Listening –** actively listening to, understanding and taking into account people’s views and needs**Environment –** protecting and promoting our outstanding natural environment and heritage for the benefit of all.   |
| **Children’s Services values** In addition to the PEOPLE values adopted by the wider council we have some service specific ones that we developed about how we will work with Herefordshire’s Children, Young People, and Families.  “Doing our very best for Herefordshire’s children, young people, and their families” means that:   |
| * We will try our very best to make sure that children and young people get the right help at the right time

 * We will keep our working relationships with children, young people and families at the heart of everything we do.

 * We will work together with families’ wider network of support and our partner agencies

 * We will support parents and carers to make sure children and young people are safe at home if at all possible, and nurtured by others if not.

 * We will make sure we take into account the diverse backgrounds and needs of children, young people and families

 * We will keep written information about children and young people in a way that recognises that the information belongs to them and will best enable them to fully understand their

 * We will work hard to have positive endings when we move on

 * We will create a supportive working culture

 * We will keep a focus on making a difference to improving outcomes for children and young people.

 As Leaders ***We will be connected as leaders, through compassionate and competent leadership we will earn your trust, respect, and confidence by communicating clearly and treating people fairly.***   |
|  * Children Act 1989
* Children Act 2004
* Children and Young Persons Act 2008
* The Protections of Freedoms Act 2020
* [The Children and Social Work Act 2017](http://www.legislation.gov.uk/ukpga/2017/16/contents/enacted)
* [The Safeguarding Vulnerable Groups Act 2006](https://www.legislation.gov.uk/ukpga/2006/47/contents)
* [Working Together to Safeguard Children 2018](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/779401/Working_Together_to_Safeguard-Children.pdf)

***All other legislation that relates to the care and protection of children and young people***  |