

JOB DESCRIPTION

Job title:	Head of Practice Development
Service:	Services & Innovation
Salary:	Grade 5 point 39-46: £44,983 - £52,087 per annum + £480 homeworking allowance per annum
Hours:	37 hours per week (full-time, 5 days)
Location:	Home-based with travel to Head Office and Family Action services when required
Responsible to:	Director of Services & Innovation.

Principal Accountabilities:

1. Lead the organisational development of best practice across the 160 services to achieve excellent outcomes for children, families and adults.
2. Lead the development and coordination of an organisational strategy and delivery plan for the thematic work across Family Action's services, enabling a managed and effective delivery of evidenced informed practice, achieving excellent outcomes, maximising our ability to win new service contracts, and enhancing our influencing work on external policy.
3. Support the organisation to adopt a culture of learning, enabling and embedding the required learning and development across services and Family Action.
4. To lead, establish and coordinate Family Actions thematic groups across our identified service areas and develop organisational repositories for evidence based and informed practice tools and shared learning across the organisation.
5. To work collaboratively across the organisation, mapping and managing the organisation wide project interdependencies that will be critical to the success of thematic working, within services and Family Action organisationally.

Thematic work across Family Action

1. Lead coordinate and enable the development of the framework and function of Family Action's (currently 9) service type themed areas, for example, children & families including early years services and family support; and adults with mental health and wellbeing needs.

With Responsibility for;

- Line management of Practice Development Manager to support this work across Family Action.
- Developing Terms of Reference for practice forums and thematic groups with content specialists from across the organisation.
- Establishing and coordinating practice forums/thematic groups.
- Lead and support the development of service logic models/Theory of Change
- Lead the development and support implementation of service lines, practice tools, assessment templates, review templates and closure documents for all service areas.
- Identify, collate and disseminate evidenced based and evidence informed practice and intervention tools
- Lead on developing and support implementation of outcomes tools.
- Development of practice standards for each service type.
- Define and identify learning and development needs in individuals and services – working alongside the Learning & Development team.
- Lead on the set up and updating an electronic library under all service types by working with IT & Systems team; so, all practitioners & managers can access our practice standard documents and tools readily; including assessment tools, practice and outcomes tools, templates and standards.
- Increase staffs and managers use of 'Research In Practice' membership, giving greater visibility of research and practice on our intranet, webinars and learn sessions.
- Collaborate with Quality & Performance team in sharing learning, identified areas of strength and supporting improvements.
- Collaborate with income generation team to support bids and tenders and relevant growth.
- Collaborate with research and influencing and comms team to assist in influencing external audiences.
- Building and supporting co-production and co-facilitation, particularly with service users throughout service design and evidencing of effectiveness and impact.

Continuous improvement of services

2. Conduit between and support Quality & Performance Team and operational management regional Deputy Directors, operational Managers and Service Managers, in Continuous Improvement around practice, self-assessments of practice for the service area which reflect on strengths, areas for improvement, risks and impact.
3. Contribute to Key Performance Indicators and data requirements in the development of practice standards of all service themed areas to ensure a high standard of service delivery, to evidence positive outcomes for Children/families and adults.
4. To be part of and support 'Service Surgeries' where services and practice undergo 'Appreciative Inquiry' approach, reviewing and coaching service teams and managers on how to critically analyse their practice capability and performance of the service and supporting services with any improvements required; sharing learning across the organisation.

5. To support and develop Service Managers and Operational Managers within the teams in facilitating high quality Practice Supervision both individually and some Group Supervision. To enable pro-active use of supervision to extend effective practice, reflection and career development and to meet the objectives of professional/personal development plan.
6. To maintain a personal awareness of legislation, national and regional developments and key drives that shape and influence contemporary social work and health practice as they relate to the service area.
7. Keeps ahead of national trends and best practice relating to core areas of service delivery by attending, representing and engaging in national networks, forums and events.
8. Knows service implementation and improvement cycles well, to ensure these methods become more effective and efficient over time.

Learning and development

9. To collaborate with colleagues in the Learning and Development team to develop and implement a programme of staff training and other learning methods to meet changing priorities and emerging practice requirements.
10. To define learning and development to upskill staff and managers capability to ensure 'good' standards of practice; where practice improvements and skill sets needs have been identified, in order to achieve positive outcomes for children/families and adults.
11. To support the identify and define learning and development needs and requirements to ensure Family Action's service delivery workforce have the relevant skills and competencies to deliver quality services.
12. To work closely with the Learning & Development team to support the quality assurance of L&D and the progression and impact of learning in staff's practice and managers' practice supervision.
13. Supporting teams with areas of identified development, around practice and professional development to ensure a high quality service delivery to children and their families and adults.
14. To set up and oversee the recruitment, and induction and progress of ASYE, student social workers and practice educators, providing support where necessary within the teams.

Retention and winning new service.

15. Work closely with Business Development, and fundraising team to support the development of bids and tenders for retaining or winning new services across the thematic areas and geographical locations.
16. Work closely with Implementation Team in the roll out of new services and logic models.

17. Work closely with Insight & Influencing lead to support Family Action to keep abreast of external practice development and policy changes.
18. To ensure you have an understanding of (appropriate to your role), and comply with Family Action's procedures for promoting and safeguarding the welfare of children and vulnerable adults.
19. To ensure the implementation of Family Action's Diversity & Equality Policy and our Ethical Policy in every aspect of your work and positively promote the principles of these policies amongst colleagues, service users and other members of the community
20. To comply with Family Action's Health and Safety Policy, Data Protection Policy and to protect your own and others' health, safety and welfare
21. To work flexibly as may be required by the needs of the organisation and carry out any other reasonable duties as required
22. To be able to evidence Family Action's values at all times, which underpin Family Action's mission of 'building stronger families' by:
 - a) Being **people** focused
 - b) Reflecting a '**can do**' approach
 - c) Striving for **excellence** in everything we do
 - d) Having **mutual respect** for everyone we work with, work for and support through our services

Person Specification

Essential Criteria

1. Holds a relevant professional qualification in a field associated with direct practice with children and/or adults; e.g. Social Work, Health related qualification. Experience across multiple service types and more than one professional field is desirable due to the diverse nature of Family Action and the complexity of the role.
2. Conducts oneself as a highly accountable leader, finding and applying solutions to complex tasks and challenges, accepting and relishing the accountability to make things happen even amidst a high degree of ambiguity and complexity.
3. Extensive experience spanning service management, direct practice and case-work in services for children and families
4. Substantial experience of practice related services for children and families, and can demonstrate a positive impact via practice development, learning and development both individually, in teams and organisationally.

5. Experience of devising, developing and implementing evidence informed practice covering all elements of quality; including assessment tools, outcomes tools, and interventions.
6. Experience of developing and implementing high standards of practice supervision and ability to develop managers to deliver this.
7. Significant experience of developing and implementing practice standards, organisational strategy and delivery plans.
8. Experience of developing appropriate performance measures and developing mechanisms to collate and analyse data and insights in relation to those measures, to ensure oversight of impact of practice development.
9. Experience of implementing policy into practice successfully and effectively.
10. Having a high degree of resilience, tenacity and a steadfast primary focus on the welfare of service users
11. Experience of leading programmes and work-streams to deliver transformation and system change
12. Experience of working with operations, multiple head office functions, directors, commissioners and other senior colleagues within statutory and voluntary and community sector agencies
13. Experience of establishing evidence informed service models and embedding relevant tools, interventions, outcome measures, management practice and processes; to scaffold staff and managers in their drive to achieve improved outcomes for service users
14. Equality, Diversity and inclusion practice is evidenced to high levels.
15. Ability to problem solve and apply innovative solutions to overcome internal and external constraints and barriers
16. A good understanding of systems thinking and systems review methodology
17. Ability and experience of working alongside front line practitioners and managers.
18. Ability to provide the necessary challenge, support and direction to enable all colleagues, external and internal to maintain a focus on the needs of service users and the frontline staff that work with them
19. Ability to develop and present training courses and facilitate meetings

20. Knowledge and understanding of safeguarding children and adults policy and practice, commensurate with the requirements of the role
21. Able to evidence Family Action's values at all times, which underpin Family Action's mission of 'building stronger families' by:
 - a) Being **people** focused
 - b) Reflecting a '**can do**' approach
 - c) Striving for **excellence** in everything we do
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Desirable Criteria

22. May have experience of being a Principle Social Worker
23. Experience of applying critical analysis and a range of techniques to understand the quality of practice, decision making and the supervision and support offered to staff