

Post title:	Head of Practice/Principal Social Worker
Grade:	SM2
Responsible to:	Assistant Director Adult Social Care
Staff managed:	Manages a group of managers
Directorate:	Health and Adult Services
Service:	Care and Support
Job family:	SM - Senior Management
Date of issue:	June 2024

Job context

- This is a pivotal role in supporting people and communities to work with Adult Social Care in an equal way, sharing influence, skills and experience, drawing on strengths and promoting independence. Alongside carrying out the duties laid out in 'Role and Responsibilities: Adult Principal Social Worker (PSW)' issued by the Department of Health and Social Care, this role provides senior management and leadership to key areas of social care delivery and plays a crucial role in developing our strategic approach to engagement and co-production approaches in adult social care.
- The post-holder will provide over-arching strategic leadership and support the Council in discharging its statutory functions in relation to the complex range of social work and co-production led activity across the integrated care system.
- As a key member of the Adult Social Care Senior Leadership team, reporting to the Assistant Director – Chief Social Care Practitioner, you will lead continuous professional development and competency of the social work workforce within the Council's remit, including delegated functions. You will also ensure the achievement of the council's strategic and service outcomes through leadership and accountability for diagnosis, design, and development of our strategic intent in relation to engagement and coproduction, lead change in developing service models that deliver on that strategy; and lead assurance in relation to our statutory duties within the portfolio remit.
- The post holder is responsible for developing and maintaining strategic partnerships with statutory agencies, provider services, and voluntary and community groups to achieve shared aims across Adults Services. You will represent the Service and the Council to regional and national bodies, including ADASS, CQC, Department for Work and Pensions and the Department for Health and Social Care.
- The post holder will establish a shared strategic vision that inspires, motivates and epitomises the principles of wellbeing and independence across the organisation.
- The post holder is responsible for the health and wellbeing, morale and resilience of the staff working across the services they lead, which include the Adults Practice Development Team. They are required to develop, embed and strengthen a culture of learning and performance, excelling in influencing and relationship building skills with operational services delivering social work activity across the Council and delegated services.
- The post holder must have a good understanding of the pressures and stressors impacting upon services and in finding ways of mitigating those pressures.
- The post holder is expected to engage in positive communications, engagement and consultation about the challenges, especially when change is proposed, as well as achievements and successes.
- The post holder is expected to demonstrate an unflinching commitment to continuous professional development and enable all staff across the services they lead to access learning opportunities that build their knowledge and skills in working with adults.

- This role will be fundamental in the delivery of strategic service planning to ensure the transformation, saving and strategic priorities are delivered in line with the Council Plan and HAS 2030 underpinned by the Governance Framework.
- The post holder will work in conjunction with the Assistant Director – Adult Social Care / Chief Social Care Practitioner, Assistant Director – Adult Social Care and the Assistant Director – Prevention and Service Development, to ensure effective services and strong and consistent practice across the County.
- The post holder will have significant autonomy and responsibility when coordinating activities and priorities in an environment that is complex and constantly changing.
- The post holder is fundamental to the delivery of the Journey of Continuous Improvement across Adult Social Care including identified key improvement areas.
- The post holder will be required to maximise the opportunities of LGR and devolution and work corporately to instil the values and culture of the new North Yorkshire Council.
- This post will be responsible for the leadership a Countywide staff team.
- This post will be responsible for the practice quality and assurance to support the management of the overall Adult Social Care spend circa £200 million.
- The post holder will be strategically responsible for the oversight of all key improvement areas within adult social care working closely with the strategy and performance and data and intelligence colleagues.
- The post holder will have significant influence across all adult social care and in wider corporate arenas in terms of work planning, securing resource and driving forward strategic change.
- The post holder will have responsibility for development of tools for practice, quality assurance and outcomes across adult social care.
- The post holder will be responsible for practice governance in support of the CQC assurance process.
- The post holder will lead the development, delivery and quality assurance of adult social care practice. The strategic direction is to make individual and collective practice more consistent and to ensure that practices are confident and competent in the work that they undertake.
- The post holder will be responsible for the development of strategic practice improvement plans for implementation at an operational level.
- The post holder will be responsible for the management of the Practice Framework.
- The postholder will be assigned a Locality to provide relationship management and be sighted on key issues and developments. These localities are likely to be aligned to area constituencies, acting as the key HAS representative on ACCs

Job purpose

To ensure that the highest standard of social work practice is imbedded across the organisation, by providing skilled and experienced leadership and practice knowledge to social workers and social care practitioners, the organisation and its partners

Operational Management:

- Work closely with the Head of Prevention/Principal Occupational Therapist and other professional leads across North Yorkshire to develop strategic leadership and effective and efficient delivery of services that use effective engagement and co-production approaches, ensuring the necessary focus on equality, diversity and inclusion.
- Provide senior professional leadership for statutory social work services, including those which are delegated, in preparation for successful inspection and review, achieving improved effectiveness in all aspects of practice and service delivery.
- Lead strategic practice and service area development and major organisational change across a range of Council and system wide functions with a focus on co production and community engagement.
- Work across the system with key colleagues to develop services to respond and contribute to improved outcomes for people, implementing standards that ensure a cohesive and high performing workforce, that embraces cultural change, improving strengths based, and social work practice. Ensure that the practice and rationale for

system- wide social work is defined and guided by the wellbeing and prevention principles of the Care Act 2014 and other relevant legislative frameworks.

- Apply a social work lens to services to assist with service planning, development, and strategy by advising on professional aspects. This includes interpreting national guidance/policy and analysing a range of options to ensure robust advice to managers and professionals regarding the best course of action.
- Plan a wide range of professional activity which will impact across health and social care partner agencies. Network and collaborate at a local, regional and national level to ensure engagement with relevant work streams, ensuring the publicising and take up of opportunities.
- Support the pipeline of social workers in social care. This includes strategically embedding learning and development throughout the social work workforce, including leading or contributing to workforce development projects and promoting professional development opportunities both internally and externally. Alongside this, the post holder will advise on CPD, staff development and matters of competency and discipline in line with Social Work England and professional body requirements, and develop and ensure delivery of an effective social work structure, supervision process, culture, and expectations against national benchmarks.
- Lead on embracing positive risk at an organisational and individual level within practice, enhancing risk management frameworks and ensuring effective empowering strategies are embedded at all levels of the organisation. Within this, actively promote strengths-based approaches that enable people to access local facilities and communities, and promote integration into work, education, training, and recreation using a personalised approach.
- Lead to embed best practice in safeguarding, ensuring measures are used proportionally and staff can discharge statutory duties effectively. Lead in disseminating learning and associated change projects from Safeguarding Adult Reviews (SARs) to both managers and practitioners. Advise the DASS on complex safeguarding cases, ensuring statutory responsibilities are discharged effectively.
- Lead on specific change and development projects as identified by the Adult Social Care Leadership Team and support the overall effective delivery of Adult Social Care
- Model a commitment to a learning and performance culture in which all staff at all levels are expected and enabled to develop their experience, knowledge and skills, and fully accept accountability for the quality and impact of their practice
- Work strategically with statutory agencies, key partners, and voluntary and community groups to achieve the shared aims of improving the lived experience and outcomes for adults.
- Responsible for professional leadership of social work staff in Adult Social Care.
- Act at all times in a way that enhances the reputation of the Service and the Council.
- Build the resilience and morale of staff through good communications, engagement and involvement in key decisions and proposed changes.
- Deputise for the Assistant Director when required
- The post holder will have responsibility for practice for service areas with a significant budget and will support with ensuring that the services are financially stable, within budget and where possible achieving significant income and efficiencies for the Local Authority.
- To support the strategic development and delivery of social care model with the NHS, ICB and other Council and public services ensuring that the Council's statutory duties are met and delivered within financial, quality and performance standards.
- The role will be responsible for oversight of the assurance processes around all adult social care operational services in line with CQC and Policy and Procedure.
- To promote independence, wellbeing and a community assets based approach to social care practice at all stages in the customer pathway.

	<ul style="list-style-type: none"> • The postholder will ensure the safety of vulnerable adults in line with the North Yorkshire Multi Agency Safeguarding Adults Procedures and Health and Adults Services operational guidance. • To lead specific countywide programmes as part of the Council's change and transformation programmes • The post holder will ensure Adult Social Care Services have an appropriate practice framework, and will monitor performance levels • The post holder will govern and implement appropriate policies and procedures to maintain governance and compliance. • As part of the post the post holder will be expected to join the Adult Social Care Leadership Team on-call rota. • To promote prevention, independence, wellbeing and a community assets based approach to health and social care practice at all stages in the customer pathway and across the health and care system.
<p>Resource management:</p>	<ul style="list-style-type: none"> • Manage an effective team to deliver on the key objectives of the Adult Social Care model • Fulfil the role of project sponsor in the management of resources where required. • Identify the resource requirements that would be affected by legislative change across the directorate. • Identify and implement changes in practice that lead to service efficiency working. • The post holder will be responsible as a staff budget holder within the Council's Scheme of Delegation of financial performance of the post holders unit, ensuring a balanced staff budget and meeting any efficiency targets agreed. • The post holder will provide leadership, motivation and regular supervision, appraisal and development to those staff for whom they are responsible in line with Directorate's Supervision and Appraisal procedures. • The post holder will be responsible for ensuring the effective performance of all members of their team. • The post holder will ensure their behaviours and those of their managers comply with the expectations of the Manager's Pocket book and that their managers and staff all comply with the Council's Behaviour and Skills Framework • Ensure that projects have clear action plans, management approval and governance systems in place.
<p>Partnerships:</p>	<ul style="list-style-type: none"> • The post holder will deputise for the Assistant Director as required and represent the Directorate at policy, organisational, co-ordination and consultation forums with external agencies, other Council Directorates within the Service Area or wider Directorate. • The post holder is required to work effectively with senior managers and colleagues within Health and Adult Services and across the wider council. • Identify and work effectively with all relevant stakeholders within each transformation project. • Work with a focus on co-production and co-design with residents of North Yorkshire • To take a Leadership role within Programme Boards within your relevant portfolio areas. • Develop and maintain relationships with key regional and national organisations including Department of Health, County Councils Network, ADASS and representing the Directorate as required.
<p>Strategic management:</p>	<ul style="list-style-type: none"> • In conjunction with the Assistant Director: • Effectively implement national legislation, policies and guidance and Council policies • Modernise and develop the workforce alongside the transformation agenda. • Improve and modernise business processes. • Evaluate transformation which has taken place to ensure lessons are learnt and used to improve further transformation.

	<ul style="list-style-type: none"> • Co-Lead and advise the directorate on the key areas of change, risk in relation to social care, to ensure continuously improving outcomes for people who use support and their carers. • Ensure that key stakeholders including people who use care and support, carers, partners, staff and Elected Members will be informed of, and engaged in the social care arrangements. • Provide on-going quality assurance to the projects within the programmes or works, providing constructive challenge to sponsors and project managers to ensure delivery and that opportunities for efficiencies and service improvement are maximised. • Establish and maintain effective working relationships with strategic partners of Health and Adult Services. • Ensure that HAS policies, guidance and procedures are compliant with the requirements of the Care Act and are reviewed against integrated working arrangements as necessary. • Provide leadership at a management level and contribute to the strategic direction of HAS and contribute to the annual Service Performance Plan.
Communications:	<ul style="list-style-type: none"> • Ability to provide information, written and oral, in an extensive range of formats to an extensive range of audiences whilst being sensitive to the nature of the transformation and the audience, ensuring the end goal is achieved effectively. • Ability to negotiate and influence others whilst leading on complex transformation projects. • Represent the Directorate at appropriate inter and intra agency meetings, promoting, liaising, consulting and engaging with managers, staff, people who use our services and their carers and other stakeholders in challenging situations. • Respond to media enquiries as requested by the Assistant Director and Corporate Director Health and Adult Services and appraise them of any matters arising which are particularly sensitive or controversial in nature
Systems and information:	<ul style="list-style-type: none"> • The post holder will be required to provide IT information and statistical reports to illustrate transformational plans and progress. • The ability to analyse complex data and information to inform transformational decision making is a key aspect to this role. • The post holder must utilise the current business processes in relation to record keeping, financial monitoring and ICT. • The post holder will work closely with corporate colleagues to ensure any legislative, practice changes and new ways of working are reflected in recording systems. • The post holder will deliver information and reports and ensure performance monitoring systems are in place to demonstrate appropriate governance for integrated care and support arrangements.
Safeguarding:	<ul style="list-style-type: none"> • Committed to safeguarding and promote the welfare of children, young people and adults, raising concerns as appropriate. • Close working links with the NY SAB to ensure lessons learnt are addressed and new ways of practice/service delivery are embedded effectively

Person specification:	
Essential	Desirable
Knowledge and Experience <ul style="list-style-type: none"> • Extensive knowledge of either social care or NHS policy environment at local, regional and national level • Significant knowledge of social care or NHS quality and regulatory issues and requirements; including CQC registration, CQUIN, NHSLA and HCPC • Extensive knowledge and understanding of all adult social care services. 	<ul style="list-style-type: none"> • Working knowledge and application of project management principles/methodology

- Extensive knowledge of current good practice standards both at local and national level.
- Extensive knowledge and expertise in business planning, performance, financial and human resources management
- Extensive knowledge of engagement with people with lived experience (including carers) and with communities.
- Extensive knowledge of statutory requirements.
- Extensive knowledge and understanding of how Equality and Diversity, Dignity and Respect and Human Rights will apply to this role.
- Extensive leadership and managerial experience and the ability to be responsible for the motivation and performance of a group of managers
- Extensive demonstrable experience of adult social care operations, policy development and management in a local authority, major independent service organisation or equivalent
- Extensive experience of health/social care needs assessment and service provision
- Proven and effective extensive demonstrable experience of the management of specific resources in a changing organisational environment, including human and financial resources
- Significant demonstrable experience of developing and implementing organisational change strategies.
- Significant experience of delivering results through successful partnership and multi-agency working and practice
- Experience of managing competing partner demands across a complex county-wide environment
- Significant experience of highly complex performance, financial and human resources issues within a health/ social care setting
- Managerial / supervisory experience and the ability to be responsible for the performance of a group of senior managers
- Experience of developing and embedding a positive culture
- Experience of project/matrix management

Occupational Skills

- Demonstrable leadership skills within a challenging/ demanding environment; and ability to promote organisational policy and objectives
- Ability to use effective negotiating, persuasive, motivational and empathetic skills to influence others, resolve conflict, and address barriers to gaining agreement, acceptance or understanding through collaboration and strong relationships with partners
- Strong political and organisational awareness; to work effectively across a range of partner organisations
- Ability to matrix lead and manage across statutory and non-statutory organisations
- Ability to encourage others to develop themselves and the service through improvement, innovation and continuous development
- Excellent communication (written and verbal) and presentation skills
- Ability to analyse of complex data and information to inform transformational decision making
- Ability to manage diverse operational functions to deliver strategic objectives
- Ability to develop and maintain effective partnerships both within and outside the Service and to undertake strategic interagency work
- Ability to make effective decisions and sound professional judgements and to be accountable for those decisions and judgements.

<ul style="list-style-type: none"> • Ability to balance operational responsibilities of the post with the responsibility to lead strategic service development, and contribute corporate agendas of the wider organisations • Ability to develop and implement service-wide work plans and to set and monitor quality and service standards to facilitate continuous improvement • Planning and Project Management skills • Budget management skills • IT skills 	
<p>Behaviours</p> <ul style="list-style-type: none"> • Information on behaviours can be found here 	
<p>Professional Qualifications</p> <ul style="list-style-type: none"> • Social Work qualification and registered with Social Work England. • Willingness to undertake a management qualification 	
<p>Other Requirements</p> <ul style="list-style-type: none"> • Ability to travel across the County • Availability to work as necessary outside office hours. • Willingness to undertake further professional development to fulfil the requirements of the role. • This role is politically restricted 	

Career progression:

- At NYC we value our employees, and as part of this we can provide wider opportunities to progress in your career. Through discussion with your manager identify areas of interest and consider avenues to progress to them, e.g. apprenticeships and work shadowing/coaching.
- As a large council we have a range of roles, across our services, and can provide a wealth of career and development opportunities to help our employees find fulfilling career development opportunities.



NB – Assessment criteria for recruitment will be notified separately.
 Optional - Statement for recruitment purposes: You should use this information to make the best of your application by identifying some specific pieces of work you may have undertaken in any of these areas. You will be tested in some or all of the skill specific areas over the course of the selection process.