



## Job Outline

### Practice Development Manager

All staff are expected to demonstrate Ark's values in their interactions with the people we support and their professional relationships with colleagues.

Ark is committed to upholding Peoples' Human Rights and supporting them to have the best life possible. To enable our staff to achieve this, we adopt the principles of Positive Behaviour Support (PBS), and this underpins our organisational approach to supporting people, staffs' practice and staff development.

#### **Purpose:**

Reporting to the Director of Care & Support, the Practice Development Manager will establish, develop and lead a Practice Development team. The team will initially focus on the development and implementation of Ark's PBS strategy, supporting managers to become Practice Leaders and building knowledge, capacity and resilience within Care & Support teams.

Longer term, the Practice Development team will support the development of staff practice across a range of areas of practice and the development of competency frameworks.

#### **Key Responsibilities of the role:**

##### **Leadership and Governance**

Leadership and Governance covers two main areas of responsibilities:

##### ***Leadership and Management***

- Understand Ark's organisational values, aims and objectives and ensure these underpin all activities.
- Set the highest standards of personal and professional integrity, and the commitment to deliver services that centre on, and responds to, the people who use it.
- Through your decisions and actions become a professional role model for all staff within your area of responsibility and at all levels across the organisation.
- Build relationships that value and respect all team members.
- Lead and contribute to the planning process for all team activities.
- Ensure all team members are involved in decision-making.
- Respect and value the diversity of each team member.
- Support the goals that have been agreed by the team.
- Provide positive feedback and give credit to the work of all team members.
- Work to identify and resolve conflicts within the team.
- Examine the way the team is operating, and proactively initiate constructive and supportive feedback.

##### ***Governance and Regulatory Processes***

- Maintain an awareness of the regulatory and legislative framework that Ark operates in.

- Ensure the work of the Practice Development team and organisational developments are in keeping with current legislative and regulatory requirements and best practice.
- Ensure Policies, Procedures and Practices are informed by best practice and appropriate legislation and meet regulatory requirements
- Ensure own and others' practice is conducted within the framework of Ark's core values and in line with Ark's Policies and Procedures.
- Ensure compliance with the Health and Safety at Work etc. Act 1974 and associated legislation, and in particular ensuring compliance with all relevant aspects of Ark's Health and Safety Management system, as set out in relevant policies and procedures.
- Ensure Ark's Quality Assurance processes are implemented and adhered to.
- Recognise and accept accountability.
- Ensure lessons are learned and that there is honesty and transparency in seeing the best possible outcomes for people.

### **Interpersonal Skills**

Interpersonal skills covers two main areas of responsibility:

#### ***Communication***

- Establish effective communication with your line manager and direct reports which supports and meets organisational objectives.
- Ensure organisational communications are disseminated and shared with staff in a timely manner.
- Clearly communicate the objectives of the team internally and externally.
- Ensure good communication and links with all stakeholders with regard to your area of responsibility including commissioners, supported people, relatives, social work teams etc.
- Manage information in keeping with Ark's GDPR policy.
- Consider that all communications within your area of responsibility are subject to Freedom of Information legislation and Ark's attendant policy.

#### ***Relationships & Partnership Working***

- Establish and maintain effective working relationships with Care and Support colleagues which support collaborative achievement of the strategic objectives
- Establish and maintain close working relationships with Learning and Development colleagues which support the quality assurance of L&D and the progression and impact of learning in staffs' and managers' practice.
- Establish and maintain close working relationships with Learning and Development colleagues which support collaborative approaches to staff development.
- Establish and maintain close working relationships with Ark's Autism Forum to support the ongoing development of Ark's Autism Strategy.
- Establish and maintain effective working relationships with Ark's AIMS Development Manager to ensure Ark's digital system supports the the strategic objectives.
- Maintain effective relationships with staff within Head Office departments.



- Establish Ark's regular attendance at relevant external practice forums (eg, PBS Community of Practice, Restraint Reduction Scotland).
- Network with colleagues across the sector in the interests of collaboration.
- Represent Ark at national events as appropriate.
- Attend other internal meetings as required.

### **Leading Delivery**

- Lead in establishing and developing a Practice Development team which will deliver positive organisational change across Ark's Care & Support services.
- Lead on the development and delivery of Ark's Positive Behaviour Support (PBS) Strategy, policy and processes.
- Lead on the development of Ark's approach to Practice Leadership, building on work done to date.
- Support the development Ark's approaches to supporting people with Autism Spectrum Conditions.
- Lead on identifying areas of practice suitable for practice and competency development.
- Ensure all developments are based on evidence based and best practice.
- Ensure that PBS underpins all Ark's Care & Support delivery.
- Ensure PBS personal planning processes are based on appropriate assessments and understanding of behaviours, risk assessments and developed with the supported person, family and other professionals.
- Ensure Ark's staff are fully involved in the design and implementation of intervention and support programmes.
- Ensure the Practice Development team have a key role in staff and managers' development.
- Develop processes that ensure that staffs' learning is embedded in practice.
- Establish a programme for management development.
- Establish a programme for staff development.

### **Leading and Developing People**

Leading and Developing People covers three main areas of responsibility:

#### ***Professional Development, Supervision and Performance Management***

- Seek out opportunities and challenges for personal learning and development.
- Participate in continuing professional development activities.
- Support and promote a learning culture and embed a coaching culture within your area of responsibility.
- Ensure Ark's recruitment processes and practices are understood and adhered to.
- Ensure all staff receive suitable induction.
- Ensure Ark's performance management processes are adhered to and that all staff within your area of responsibility receive regular supervision, annual objective setting and performance reviews.



- Ensure all staff have access to and complete appropriate learning and development opportunities.
- Ensure all activity is within the policies, practices and procedures of Ark.

### ***Decision Making***

- Advise, inform and influence the organisation's decision making process from a Care and Support perspective.
- Contribute your unique perspective to team, department, system and organisational decisions.
- Ensure you can demonstrate that you apply evidence and knowledge to decision making processes.
- Ensure you can demonstrate how Ark's values inform decision making.
- Demonstrate transparency in your decision making processes.
- Demonstrate how you will evaluate the impact of decisions.
- Organise and plan own workload.
- Exercise sound judgement in the provision of advice and guidance.

### ***Innovation***

- Encourage innovation and create a commitment to continuous improvement and excellence within your team and across the organisation.
- Develop and maintain an awareness of the political, social, technical, economic, organisational and professional environment.
- Understand and interpret relevant legislation and accountability frameworks.
- Anticipate and prepare for the future by scanning for ideas, best practice and emerging trends that will have an impact on social care outcomes.
- Develop and communicate aspirations for evolving and improving staff practice, service development and outcomes for the people we support.

### **Resources**

- Ensure the effective deployment of resources (human, physical, financial, technological) to deliver agreed outcomes/outputs, identify shortfalls and make recommendations for corrective action.
- Manage budgets and staff resources, working in partnership with Finance to monitor variances, reviewing forecasts and contributing to future budget and business plan development so that Care and Support is appropriately resourced to deliver strategic plans.

### **Person Specification**

#### ***Qualifications***

- A relevant professional qualification at SCQF level 9 or above, or equivalent knowledge acquired by other means.
- Postgraduate Diploma Positive Behaviour Support (desirable)



- Have the ability and be willing to undertake and achieve additional qualifications related to PBS that are relevant for the role.

### ***Experience***

- Significant experience of working directly with people with learning disabilities, autism, and behaviours of concern.
- Demonstrable track record of ensuring PBS is delivered effectively, impacting positively on quality of life, quality of support and practice and supporting positive risk taking.
- Experience of assessing people and their behaviours and developing bespoke support responses.
- Delivering interventions that improve the quality of life of people we support and provides an evidence base of the positive impact of support.
- Experience of working with staff to develop practice with a focus on competence and continuous improvement.
- Experience of coaching, mentoring and reflective practice approaches supporting staff development
- Delivering service development approaches to promote and drive cultural change.
- Developing and implementing organisational policy and practice.
- Experience of managing projects from inception to completion.
- Demonstrable experience of leadership that inspires and engages at team and organisational levels.
- Track record of building successful collaborative partnerships and relationship building which foster respect, trust and confidence.
- Experience in designing and developing environments and services for people with complex support needs.
- Experience of developing appropriate performance measures and mechanisms to collate and analyse data and insights in relation to those measures, to ensure oversight of impact of objectives.

### ***Knowledge/Skills***

- Ability to oversee the development and governance of organisational strategy and embed approaches, translating theory and evidence into Policy, Procedure and Practice
- Excellent leadership skills and the ability to inspire a team, set a clear direction and plan and lead the team to deliver effectively.
- Able to contribute to the development, implementation and monitoring of objectives and action plans.
- Ability to analyse and interpret information and data; to prepare and present high-quality reports.
- High level of communication skills with the ability to facilitate effective dialogue and communicate with confidence, verbally and in writing.
- Skills and experience in identifying the need for, developing and providing, training and staff development.
- Highly developed interpersonal skills and the ability to develop effective working relationships across multidisciplinary teams, and a range of internal and external stakeholders.



- Demonstrable knowledge in relation to social care and PBS models, theory and emerging best practise in relation to people with learning disabilities & autism.
- Understanding of the legislation and practice relating to mental capacity, mental health and restrictive practices and how this applies to our work.
- Understanding of the theory and practice of Practice Development and Practice Leadership.
- Understanding of the third sector; contracting environment, regulatory framework and policy context.
- Understanding of key national legislation and policy currently shaping social care.

### **Practice Development Manager Competencies**

- Continuous Learning
- Communication
- Teamwork
- Professional Boundaries
- Problem Solving
- Customer Service
- Leadership
- Managing Change