

Generic Role Profile: Strategic Leadership

Level C - Head of Service/Senior Professional Lead III



Role Purpose, Context and Scope:

- ✦ Accountable for leading and managing specific Council services at a tactical delivery level, providing professional expertise, leading on a complex programme or the commissioning of services for the Council.
- ✦ Horizon scanning 1-3 years; emerging practices and seek out the latest thinking and innovation within their service. ✦ Work with Councillors to implement the strategic aims and objectives of the Service.
- ✦ Provide strong leadership management and guidance regarding the allocation of resources, risk management, change management and behaviours within a specific service area.
- ✦ To role model the values and behaviours of the organisation so your teams can see and hear and learn from you. ✦ Manage and develop the workforce with their service area.

Indicative Accountabilities:

- ✦ To have robust, affordable operation plans in place to deliver the Corporate Plan on time and to budget.
- ✦ Create and build effective relationships internally and externally with key stakeholders and instil in direct reports the imperative for accountability, responsibility and collaboration with others, for example: Councillors, other Boroughs, the communities we serve and partners.
- ✦ Work collaboratively across all service areas with other senior managers (including those from partner organisations and agencies) in order to deliver services, generate efficiencies and create synergies wherever possible.
- ✦ Lead, manage and develop staff so that they are capable of and motivated to achieve the corporate and service aims and objectives.
- ✦ Drive significant cultural change through the corporate infrastructure in order to drive service excellence.
- ✦ Be accountable for associated budget and have affordable plans in place to deliver the Medium-Term Financial Plan.
- ✦ The service area you manage is compliant and performance management is monitored, and remedial action is taken promptly and at pace.
- ✦ Lead and manage robust, safe and resilient services that deliver in challenging times, including maintaining accurate risk registers, business continuity plans and information asset records.
- ✦ Be an ambassador for Haringey.

Indicative Dimensions:

- ✦ Work involves management of specific service areas or specific programmes or providing professional expertise or commissioning of services with some integration with external partners.
- ✦ Generally, has a direct responsibility for the financial management of specific service area.
- ✦ Jobs at this level operate with some discretion over resource allocation. Decisions taken are consistent with Council policies and procedures. There is managerial control exercised through the review of results.
- ✦ Can deliver in a political environment.

Haringey Values:

- ✦ Lives, and can articulate for others, our values: Human ▪ Ambitious ▪ Accountable ▪ Professional

Example Job Titles at Level C:

- ✦ Head of Service
- ✦ Programme Manager
- ✦ Service Lead/ Professional Expert/Commissioner

Indicative Performance Measures:

- ✦ Specific measures from Medium Term Financial Plan.
- ✦ Achievement of Council's Corporate Priorities.
- ✦ Achievement of Workforce Plan targets.
- ✦ Support as required external assessments e.g. Ofsted, Peer Review.

Leadership Qualities:

- ✦ **Achieving Ambitious Outcomes** – Takes responsibility for the delivery agenda; planning activities and for achieving results. Typically looks 12 months ahead.
- ✦ **Service Excellence** – Consistently strives to achieve the best for the community and residents. Focuses on quality in everything. Has a positive and dynamic approach.
- ✦ **Thinks Differently** – Handles complex information. Comes up with a range of ideas and proposes well thought out

Indicative Knowledge, Qualifications, Skills and Experience:

- ✦ Deep and detailed knowledge of principles and practices gained through extensive experience and development in a specific field.
- ✦ Degree level or equivalent qualification plus relevant experience.
- ✦ Membership of appropriate professional body by examination e.g. CIPFA, RICS or evidence of continuing professional development (CPD). 7

Excellent communication skills.

- ✦ Ability to work with high level internal and external stakeholders.
- ✦ Ability to manage complex service delivery within a challenging and political environment.
- ✦ Understands the commercial context of the service they provide.
- ✦ Ability to exercise initiative and good judgement in delivering service and Council aims and objectives.

solutions.

- ✦ **Visible Leadership** – Leads service confidently; builds and supports teams. Understands the skills and capabilities of the team, provides feedback and encourages development.
- ✦ **Work in Partnership; One Council** - Understands the value of working together. Looks to build relationships, share information and collaborate on important issues, to achieve better results.
- ✦ **Open Communication** - Open, friendly, clear and confident. Adapts the way they communicate and can make an impact, influencing others and building support. Listens carefully to others to understand different views.

Job Specific Profile



Job Title and Service Area:
Principal Social Worker Children and Young People's Service
Role Purpose:
<ul style="list-style-type: none"> ✦ The post holder will have overall responsibility for working with colleagues in the Children and Young People's Service and with partners to develop and improve the quality of social work practice and service improvements. The post holder will work provide strong leadership across all operational areas within Children's and Young People's Service and at a regional and national level. ✦ With both a strategic and operational influence, the Principal Social Worker will be central to practice improvement across the service and for outcomes for children and young people. ✦ The post holder will ensure that the social care workforce is enabled to focus on the highest quality practice through the development of a robust relationship-based practice model that currently includes signs of safety. The post holder will define what good social work looks like and lead practice changes across children's service and in accordance with the Borough Plan. ✦ The post holder will lead on the development and implementation of effective recording, assessment and intervention tools and processes that support the development of the highest quality social work practice
Main Responsibilities (in addition to indicative accountabilities on generic profile):
<p>To be accountable to the Head of Safeguarding for establishing a cohesive and high functioning social work workforce by implementing cultural change and support the improvement of systems and processes to enable high quality social work practice to flourish.</p> <p>To lead on the NASS initiative and work collaboratively with the relevant stakeholders for its successful implementation.</p> <p>To hold the lead as champion for inclusion and promoting the rights if children and young people with disabilities, as the Designated Safeguarding Disabilities Champion.</p> <p>To work with social workers and managers to enable to highest quality of practice that produces the best outcomes for children and young people.</p> <p>To lead on the development and implementation of cohesive relationship-based practice models across all Children and Young People's Service and in line with the Borough Plan.</p> <p>To ensure that social work standards are maintained with appropriate monitoring and review procedures to ensure the provision of high-quality services.</p> <p>Raise the profile of social work and more specifically the importance of effective evidence based</p>

social work in practice.

Champion and advise on evidence-based practice, keeping up to date with research developments and ensure social workers and their managers are able to use research in their practice effectively.

Along with partners to contribute to the development of a strong multi agency practice and outcomes for children and families.

To take a supportive role on inspection preparations and outcome plans for Children's Social Care Services and for joint inspections as directed by the Head of Safeguarding, Quality, Impact and Practice

To support the continuous development of the Haringey Children's Academy

To lead on the production of the annual social care and on the annual children's service report.

To lead the undertaking of the annual social care health check

To champion social work practice across the Council through strategic partnerships

Support the planning, development and implementation of strategic and operational plans to meet political and business requirements and strategic outcomes.

To work with colleagues across the service to improve the quality of practice and performance to evidence high standards of service performance

To identify opportunities for social work improvements across teams and services and to engage collaboratively with colleagues for effective implementation.

Use the appropriate performance management frameworks and service planning processes to monitor and develop the work of social workers in Haringey.

Be accountable for the quality of social work practice and for improvements in quality and efficiency of practice.

Use a range of information, data and analysis to support strategic commissioning decisions that support and improve social work practice and outcomes for Children, Young people and their Families

To support the development and sustaining the positive relationships with elected Members to ensure service priorities are effectively implemented and that Members are able to undertake their strategic monitoring role.

Seek customer feedback and analyse trends or underlying issues and plan and deliver any improvements needed

Ensure MP and Member enquiries and Freedom of Information requests in relation to social work practice are dealt with in a professional and timely manner

Manage the preparation of communication on specific cases as directed by the Head of Safeguarding, Quality, Impact and Practice, Assistant Director for Safeguarding and Social Care and DCS

Put in place clear and effective arrangements for engaging service users, with a particular focus on children and young people; partner organisations; related services; and the wider community in the development of social work practice, services and / or the achievement of strategic outcomes

Create a channel through which front line practitioners can notify those in authority about how current organisational systems are affecting direct work with children and young people, especially in relation to safeguarding responsibilities both within CYPS and partner organisations

Ensure that the concerns of front-line practitioners are communicated to DMT.
Ensure that information about the services is effectively communicated and promoted.

Providing advice and guidance as required and ensure that managers and staff have the information they need to work effectively.

Understand the effects of discrimination and exclusion against certain groups of children, young people and their families and an ability to eradicate that discrimination through the promotion of inclusion and equality of opportunities

Be aware of and comply with current Health & Safety regulations and the Council's Health & Safety policy as it relates to the duties and responsibilities of the post.

To undertake any additional duties commensurate with the post as may be required by the Director, Chief Executive and Members.

Knowledge, Qualifications, Skills and Experience (in addition to those on generic profile):

Qualifications and Knowledge:

Skills and Abilities

- ✦ A Social Work qualification recognised by Social Worker England
- ✦ Relevant management qualification or demonstration of equivalent experience
- ✦ Good understanding of political context and environment of local government and of the challenges currently facing the social care sector
- ✦ Comprehensive knowledge of the principles and practice of
 - effective people management
- ✦ Experience of working within and managing multi agency and multidisciplinary teams
- ✦ Experience of working with Children with disabilities and SEN partners
- ✦ Experience of influencing decision-making and service delivery particularly where you have no direct line management relationship
- ✦ Experience of controlling budgets and deploying resources to deliver strategic priorities, ensuring that services deliver excellent value for money
- ✦ Understanding of the role of information and communication technologies in delivering an effective assessment and care management function
- ✦ Detailed understanding of current safeguarding policies and procedures in order to ensure their consistent application
- ✦ Ability to reflect and act on your own performance and evidence of taking a proactive approach towards your own CPD
- ✦ Ability to actively contribute to the development of the vision and implementation of operational plans of the department
- ✦ Evidence of contribution towards the development and implementation of effective quality assurance systems

Dimensions:

The Principal Social Worker will work alongside the Haringey Quality Assurance Team and Learning and development.

The role does not have direct reports.

This post will act as a 'change agent role' and work collaboratively with Assistant Directors, Heads of Service and operational managers to inform best practice outcomes.

The post may have line management responsibility for appropriate projects and programmes and may cover for colleagues' heads of service roles.