

Job Description

Job title: Head of Workforce Development & Practice Improvement	Service Area: Quality & Performance Improvement	
Division: Children, Young People & Education	Post Number From Oracle	Evaluation Number
Grade: XXX	Date issued: January 2021 (consultation draft)	

Croydon Council's priorities

We will live within our means, balance the books and provide value for money for our residents.

We will focus on tackling ingrained inequality and poverty in the borough. We will follow the evidence to tackle the underlying causes of inequality and hardship, like structural racism, environmental injustice and economic injustice.

We will focus on providing the best quality core service we can afford. First and foremost, providing social care services that keep our most vulnerable residents safe and healthy and keep our streets clean and safe.

To ensure we get full benefit from every pound we spend, other services will only be provided where they can be shown to have a direct benefit in keeping people safe and reducing demand

Croydon Council's new ways of working

We will practise sound financial management, being honest about what we've spent and what we can afford.

We will focus on what we, uniquely, can do as the local authority as the democratically elected leaders of our borough. This means we will focus on our core services, and a small number of evidence-based outcomes that deliver our priorities. But we will also continue to use our democratic mandate to convene our partners around a common purpose and to make a clear case for a better deal for Croydon.

We will aim to become a much more transparent, open and honest council.

We will involve residents in our decision making. But we will also need to be clear with residents about what we can do, and what we can't. When we have to say no, we will do so with compassion and take the time to explain our decisions

Job Purpose:

As a member of the extended management team, the **Head of Workforce Development & Practice Improvement** will work collaboratively across their department and with other Heads of Service and directors to ensure the

effective and efficient development and delivery of council services that, that support departmental and council objectives.

As required, the postholder will participate in corporate management activities that cross over service or departmental boundaries.

The **Head of Workforce Development & Practice Improvement** will provide strategic leadership and expert advice on children and families workforce issues within the Council across all aspects of practice across the council. Provide leadership for the development and delivery of high-quality practice across Children's Services and the wider partnership, challenging and supporting Heads of Service, key partners, managers and practitioners to ensure practice is robust, high quality and continues to drive continuous improvement. Lead the Early Help and Children's Social Care Academy, bringing together a range of initiatives to support the induction and continuous professional development of early help and social care staff, to ensure that children and families in Croydon are supported by skilled and knowledgeable practitioners

Reports to: Director of Quality & Performance Improvement

Responsible for: Responsible for management oversight and supervision of the Early Help & Children's Social Care Academy. Responsible for operationalising a number of key initiatives such a Social work Apprenticeship Degree and National Accreditation and Assessment (NAAS).

Corporate Accountabilities (all Heads of Service)

To take a "one Council" approach to deliver more effective outcomes and at all times avoid a siloed, single division or service area approach.

To actively seek out and learn from external good practice and bring those new ideas and ways of working into service development and delivery.

To contribute and lead as required as a project owner on the delivery and implementation of specific corporate projects as required.

To actively role model the council's priorities and ways of working and the council's leadership framework and values.

To lead, manage and develop staff teams and ensure compliance with the councils performance management system and all HR policies and procedures

Be accountable for associated budget and have affordable plans in place to deliver the annual budget and Medium Term Financial Plan.

Provide assurance that the services are compliant and performance monitoring is part of the corporate rhythm, and exceptions have robust action plans.

To operate within the governance, financial and legal frameworks of the Council at all times.

Ensure equalities is embedded into all aspects of professional and managerial roles, including service delivery and at all times carry out your duties with regard to the Council policy.

Ensure by robust management that the services and staff you are responsible for adhere to the Council's Health and Safety Policy and operate within the safety management frameworks.

To ensure the effective management of data and security of information received and used within the division, to comply with the relevant legislation such as GDPR and the Freedom of Information Act, recognising that the council wishes to operate in the most open and transparent way.

Participate in cross organisational risk management and emergency planning activities as required

Service Accountabilities:

Work jointly with the Head of & Performance Quality Assurance to translate the outcomes of the Quality Assurance Framework into a range of practice improvement and development activities.

Devise and implement an impact framework for the practice improvement programme.

Identify gaps in service delivery, leading innovation and service response informed by leading edge research in practice, policy and sector guidance.

Ensure the Social Work Academy is responsive to children's service needs and priorities and contributes directly to continuous practice improvement as well as the retention of skilled staff.

Provide oversight to ensure the balance of entry to social work, career pathways and continuing professional development opportunities meets the workforce needs in Croydon, using workforce and performance data to ensure an adequate forward supply of suitably qualified and experienced staff.

Lead the proactive identification of viable partnerships with universities and external training providers, building effective partnerships to secure an exciting and innovative offer for staff in Croydon.

Act as lead officer for children's services, seeking out and developing opportunities for the integrated development of skills, knowledge and abilities across the both the Council's workforce and its key partners.

The list of duties in the role profile should not be regarded as exclusive or exhaustive. There will be other duties and requirements associated with your

job and, in addition, as a term of your employment you may be required to undertake various other duties as may reasonably be required.

Your duties will be as set out in the above role profile but please note that the Council reserves the right to update your role profile, from time to time, to reflect changes in, or to, your job.

You will be consulted about any proposed changes.

Key Stakeholder Relationships:

Internal: Elected members, including the Lead Member for Children, Education and Learning, Scrutiny Sub-Committee Children's Services, Directors and Heads of Service across the department, Directors and Heads of Service across the Council, Corporate Parenting Panel

External: Local safeguarding partners from the police, community and acute health providers and the probation service, Croydon Safeguarding Children Partnership, Social Care practice, learning and development experts, e.g. Research in Practice, What Works Centre, SCIE, SWE, BASW. National and regional professional networks e.g. Principal Social Workers Network, Universities, both regionally and nationally. Private sector learning providers DFE, CAFCASS, Voluntary and third sector agencies and Other local authorities

Political Restrictions:

*This post is politically restricted and under the Local Government and Housing Act 1989, as amended by the Local Democracy, Economic Development and Construction Act 2009 and the post holder may not have any active political role either in or outside the work. **Will only apply to HOS whose duties also involve giving advice to committees, sub-committees or to the Executive or speak on behalf of the Council to journalists e.g Head of Scrutiny, Head of Communications, deputy monitoring and S151 officers***

Statutory Responsibilities:

This role has no assigned statutory responsibilities.

Other Considerations:

You may, from time to time, be required to work outside of regular office hours including weekends and evenings to attend meetings and community events.

The postholder is required to observe and fulfill the seven principles of public life (also known as the Nolan Principles).

1.1 Selflessness

Holders of public office should act solely in terms of the public interest.

1.2 Integrity

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

1.3 Objectivity

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

1.4 Accountability

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

1.5 Openness

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

1.6 Honesty

Holders of public office should be truthful.

1.7 Leadership

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

Person Specification

Specific Minimum Qualifications and Expertise

Qualifications:

- Social work qualification and be a registered with Social Work England
- A professional or management qualification or educated to degree level or demonstrable equivalent experience.
- Evidence of continuing professional development, leadership and personal

Experience:

- Substantial experience of providing social care leadership that manages and reduces risk within a dynamic and changing environment
- Significant experience and proven record of accomplishment of working as a Manager/Supervisor of social workers including practice teaching.
- Proven track record of formulating and leading strategies that cross service and professional boundaries, which lead to improved outcomes for children and young people.
- Demonstrable experience of initiating and managing change in the pursuit of strategic objectives.
- Experience of directly contributing to policy formulation, implementation and review
- Experience of dealing with elected Members and political sensitivity
- Experience of developing and implementing service standards in line with latest thinking
- Proven ability to lead a strategic team at a similar level through customer services and leadership capability
- A successful track record and background of consistent achievement at senior management level in a local authority or large complex organisation.
- Experience of establishing and implementing business planning processes and performance management systems to ensure appropriate and cost effective service delivery.
- Demonstrable excellence in team management and service delivery in relation to the provision of customer orientated services that achieve successful outcomes.
- Experience of working in partnership with a wide range of internal and external stakeholders / bodies including statutory bodies and organisations

Knowledge and Skills:

- Detailed knowledge of the relevant legislation and guidance that underpins social work practice and multi-agency safeguarding
- Highly developed specialist knowledge relevant to the quality of social work practice in children's services
- Ability to communicate effectively with senior managers across the Council, elected Members, central government, multi-agency partners and children and families
- A probing, questioning ability to challenge systems, procedures, strategy and implement improvements

- Ability to produce written material to a high standard which is suitable for a range of different audiences
- Proven ability to lead and influence particularly during change
- Ability to develop and use performance management and quality assurance processes to achieve high quality professional practice
- Excellent negotiating, planning and commissioning skills
- High level of communication skills to persuade and engage audiences
- and form positive relationships at all levels (internally and externally).
- Ability to work in a collaborative way to transform service delivery including the ability to manage internal departmental relationships
- Evidence of being a strong corporate player who will lead, motivate and inspire their teams and build a high performing culture.
- Ability to work effectively across a range of service disciplines and with a range of people.
- Expertise in data analytics and targeting work in relation to identified needs.
- Commitment to the Council's core value and objectives

Corporate Values

Our values are the base of every job role within Croydon – our values are fundamental in everything we do as a Local Authority. You are required to demonstrate a commitment to our corporate values and this will be assessed using the criteria below:



One Team: To cross boundaries to work together towards shared goals with colleagues, partners and communities

- You are strategically innovative in your approach to building and maintaining partnerships and you and your teams act in a joint enterprise with them. You use your contacts and colleagues to bring teams together.

Proud to Serve: We strive to always do our best for the community, getting the most from limited resources and using taxpayers' money wisely

- You are proud to be part of the wider Croydon and the contribution you and your teams make to it. You make a difference to people's lives through engagement and you strive to get the best possible value for money for customers.

Honest and Open: We work hard to build trust by treating everyone with honesty and integrity

- You think through who needs to understand what during communication; and take care to communicate detail clearly. You take people's views into account continuously. You trust people, colleagues and staff, to do their best and deal with any issues positively.

Taking Responsibility: We encourage and support each other to take responsibility and show what we can do, learning together and recognising each other's contributions

- You are clear where formal accountability lies and where we can all take responsibility for results. You praise your colleagues for their efforts and ideas and thank them for their contributions.

Valuing Diversity: We make the most of the many perspectives that make Croydon distinctive

- You treat all staff and customers with equal value and respect. In everything you do, you make good use of the wide variety of background, skills and perspective your teams, the Council and the community demonstrate.

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