

LONDON BOROUGH OF LEWISHAM
JOB DESCRIPTION



Designation:	Head of Service	Grade: SMG 3
Reports to (Designation):	Director (Family Help and Care or Families, Quality and Commissioning)	Grade: DIR2/DIR3
Directorate:	Children & Young People's Directorate	Division: Family Help and Care or Families, Quality and Commissioning

1. Main Purpose of the job:

To provide strategic and operational leadership within the Family Help and Care or Families, Quality and Commissioning Division as a member of the senior leadership team (SLT).

To develop and lead services for children which provide protection and care and promote the best interests of children and young people in the borough of Lewisham.

To lead on the continuous improvement of services to children and young people in the borough against corporate and directorate KPIs and outcomes.

To contribute to the development of corporate strategy and priorities and ensure that these are translated into clear service objectives and expectations.

Work effectively with internal and external partners and other stakeholders to drive improved outcomes for children and young people.

2. Summary of Responsibilities and Personal Duties:

Management Roles and Expectations - as a Lewisham Head of Service you will:

- 2.1 Ensure corporate and strategic modelling through demonstrating commitment to council values and translating the vision into strategic intent.
- 2.2 Ensure performance and quality improvement through leading and nurturing others to lead and manage innovative approaches to achieving results.
- 2.3 Ensure best use of resources through defining priorities and securing appropriate resources to achieve the Council's objectives.
- 2.4 Ensure services contribute to the corporate whole through interpreting external needs and trends and creating synergies to achieve corporate goals.



- 2.5 Ensure rigorous monitoring and auditing review systems are in place within the service.
- 2.6 Ensure effective working relationships both within the directorate and with external partners to provide good quality integrated services.
- 2.7 Ensure effective supervision and appraisal systems are in place and are being used to review practice and continuously develop and support staff to affect improvements in service and practice.
- 2.8 Ensure managers work in close partnership with the Safeguarding and Quality Assurance Service to review and promote best practice.
- 2.9 Contribute to the development of the Directorate's Workforce Development Plan to ensure professional development needs are addressed.
- 2.10 Ensure that staff have access to research evidence and sector specific information (local and national).

3 BUSINESS CONTINUITY

- 3.1 Responsible for ensuring robust business continuity plans are in place, tested annually, and embedded within your service.
- 3.2 Ensure your services can deliver any required functions during an emergency and provide resources to the incident where required.

4 PERFORMANCE MANAGEMENT

- 4.1 Ensure rigorous management of team and service budgets are in place and resources are managed within funding limits and in accordance with council financial regulations.
- 4.2 Ensure that team and group managers work effectively with commissioning and procurement guidelines.
- 4.3 Ensure clear standards and objectives are being set and monitored by group and team managers both within teams and at an individual level to ensure the successful delivery of KPI's.
- 4.4 Ensure managers address sickness absence, poor performance and conduct issues consistently and effectively through the council's HR policies and procedures.
- 4.5 Set clear standards and expectations for managers regarding HR KPI's including attendance levels, appraisal meetings, equalities targets and monitoring/management of accident trends.
- 4.6 Develop and implement annual service plans and take a key role in ensuring that there is a clear business planning framework.



5 CHANGE MANAGEMENT

- 5.1 As a key member of the Senior Management Team recognise and identify where change needs to happen within Family Help and Care and the wider Children and Young People's Directorate in order to improve services for children and young people.

6 PROJECT MANAGEMENT

- 6.1 Lead on key projects or participate in cross-directorate, cross-agency working groups as required.

7 POLICY DEVELOPMENT & IMPLEMENTATION

- 7.1 Take a key role in the research, development implementation and review of policy and procedures within the division, and with other partners and agencies as necessary.
- 7.2 Ensure all relevant legislation, government guidance, child protection procedures are communicated and translated into practice and inform service development.
- 7.3 Ensure that children, young people and families views are represented and that their experience is central to the development and delivery of services.

8 PARTNERSHIP WORKING

- 8.1 Take a key role in developing and maintaining effective relationships with both internal and external partners. Participate actively in the promotion of inter-agency work and ensure services within the group are identifying and building effective links and projects to outcomes for children and young people.
- 8.2 Ensure the use of mechanisms to involve children, parents and carers in the planning, delivery and appraisal of services.

9 EQUAL OPPORTUNITIES

- 9.1 Ensure services within the remit of the post meet the needs of a diverse and multi racial community. Ensure service provision, policies and practices are monitored and reviewed to promote equalities and non-discriminatory, anti-racist practice.
- 9.2 At a strategic level identify and address service implications arising out of the needs of the community.

10 HEALTH & SAFETY

- 10.1 Take a lead responsibility for ensuring managers within the service are effectively and proactively managing health and safety. Set clear targets and expectations for managers.



10.2 Ensure managers understand their responsibilities within the law and Council procedures. Participate proactively in the management of health and safety across the directorate.

11 OTHER DUTIES

11.1 Represent the directorate at both internal and external meetings, panels, working groups.

11.2 Prepare and present reports, briefings, responses to complaints.

11.3 Work flexibly across the division to ensure effective management, cover and leadership.

11.4 Manage self-development to improve personal knowledge, skills and performance and to keep up to date professionally.

11.5 Provide back-up for out of hours emergency cover.

11.6 Undertake any other duties as required.

Internal Contacts include:

Education and Early Years, Families Quality and Commissioning, Finance, Legal, ICT, Adults Social Care, Housing, People and OD, members of DLT, elected members and trade unions.

External Contacts include:

Partner agencies such as police, health, education, LSCP, probation, local providers, community and voluntary sector, other local authorities

To carry out the duties of the post with due regard to the Council's relevant codes and procedures.

To carry out duties with due regard to the Council's values and behaviours.

To carry out the duties of the post with due regard to, and by modelling the Council's commitment to equalities and diversity.

All employees are required to participate in Appraisal and performance management processes and to undertake appropriate training and development, including mandatory induction training, identified to enhance their work.

Assist in carrying out the Council's Environmental Policy within the day-to-day activities of the post.

Undertake other duties, commensurate with the grade, as may reasonably be required.

Consideration will be given to restructuring the duties of this post for a disabled postholder.

THIS JOB DESCRIPTION MAY NEED TO BE AMENDED BY THE DIRECTORATE TO MEET THE CHANGING NEEDS OF THE SERVICE.



Number of fully managed staff:

Title:	Grade	No of posts
Group Managers	SMG 1	3-4

Number of partially managed staff:

Title:	Grade	No of posts
Social work and other staff in the service area	Various	60+

The post holder will manage a budget of £6 million.



PERSON SPECIFICATION

JOB TITLE: Head of Service **GRADE:** SMG3

DIVISION: Family Help and Care (Children's Social Care)
Families, Quality and Commissioning

Note to Candidates

The Person Specification is a picture of the skills, knowledge and experience needed to carry out the job. It has been used to draw up the advert and will also be used in the shortlisting and interview process for this post.

Those categories marked 'S' will be used especially for the purpose of shortlisting.

Please ensure that Equality and Diversity issues are addressed specifically in relation to the role for which you are applying when addressing the requirements of this person specification where appropriate.

If you are a disabled person and are unable to meet some of the job requirements specifically because of your disability, please address this in your application. If you meet all the other criteria you will be shortlisted and we will explore jointly with you if there are ways in which the job can be changed to enable you to meet the requirements.

In order to assist in the assessment of these criteria, shortlisted applicants may be required to undertake a series of exercises / presentation

Knowledge	
Excellent knowledge of the Children Act, current legislation, regulations, guidance and standards relating to delivering services for children and young people.	S1
Understanding of national priorities for children, young people and families in family help and child protection.	
Understanding of the key challenges in improving the quality and effectiveness of family help and child protection services.	S2
A Degree in Social Work or DipSW	S3
Relevant post qualification or demonstrable evidence of continuous professional learning.	

Skills	
Proven ability to drive service improvement to achieve good outcomes for children.	
Ability to lead and manage organisational change and influence culture to drive improvement.	
Inspirational leadership, including the ability to motivate others in difficult circumstances to achieve outcomes by modelling a confident and positive approach.	
Able to think broadly and plan strategically; including being able to operate effectively in a complex and dynamic political environment.	
Able to analyse and evaluate information and make sound and timely decisions and judgements in a high risk environment.	
Able to effectively influence and negotiate at a senior level within the organisation and with external stakeholders to achieve outcomes.	
Innovative and creative with an ability to solve complex problems,	
Proactive and self-motivated, to identify key priorities for self and others.	
Manage own workload, responding flexibly and constructively to conflicting priorities and pressures.	
Ability to develop and sustain effective partnerships with internal and external partners to improve outcomes for children.	
Excellent verbal and written communication skills with a sensitive approach to individual needs. Ability to present information to a variety of audiences.	
Experience	
Significant experience at a senior level of leading a social work service for a diverse community including managing workloads and demand as well as all aspects of staff management.	S4
Effective management of the quality and performance of services against local and national standards.	
Proven ability to implement and manage effective and sustainable organisational change.	S5
Sound understanding of the financial context and experience of managing large and complex budgets.	S6
Significant experience of partnership working at a strategic and operational level to achieve positive outcomes for children and young people.	S7
Experience of Ofsted inspection frameworks.	
Project management experience with proven ability to organise and deliver against set objectives.	
General Education	
Social work degree or equivalent.	
Evidence of continued professional development.	
Registration with Social Work England.	
Equality & Diversity	
Commitment to equality, diversity and inclusion and a track record of leading by example.	S8

Understanding of how equality and diversity relates to this post.	
Awareness of and a commitment to Equality of Access and Opportunity in a diverse community	
Personal Qualities	
Ability to demonstrate resilience to lead and manage in a complex environment.	
Ability to develop positive relationships to provide confidence and trust.	
Strengths based leadership approach to empower and encourage others.	
Ability to influence, negotiate and manage complex interpersonal relationships.	
Circumstances	
Available for out of hours emergency cover.	
Excellent sickness record.	
Physical	
Candidates must meet the standard Lewisham requirements for the post.	

DBS Disclosure Required

Basic

 Standard

 Enhanced

(Tick as appropriate – guidance available from your HR Advisor, if a DBS is not required please leave boxes blank)