



LONDON BOROUGH OF MERTON
CHILDREN, SCHOOLS AND FAMILIES DIRECTORATE
JOB DESCRIPTION

Post Title: Head of Service

Grade: MG2

Division/Section: Children's Social Care & Youth Justice

Location: Civic Centre, Morden

Responsible to: Assistant Director, Children's Social Care & Youth Justice

Responsible for:

- a) A portfolio of service areas within the Children's Social Care & Youth Justice Division
- b) Up to 5 direct reports, their service and staff
- c) The budget relating to the post holders portfolio areas
- d) Acting as the statutory or regulatory Registered/Designated Manager where portfolio areas require this
- e) Children's and Young Peoples Participation both on strategic and operational level

Post number:

Date: April 2021

Overall Purpose of the Job

The Head of Service post is a key part of the senior leadership team for Children's Social Care and Youth Justice within the Children's Schools and Families directorate.

The role includes the strategic and operational leadership, service development and effective management of statutory and regulatory Children's Social Care and Youth Justice Services. Provision of high quality services, ensuring performance management and review mechanisms are in place to monitor progress and achievement of service objectives and goals.

Contributing to work of key statutory and partnership strategic Boards along with collaborative work with corporate colleagues and partner agencies and the

development of staff working closely with Service Managers to establish best practice. Where services in the portfolio require, the post holder will be the statutory and/or regulatory registered/designated manager.

The post holder will be required to provide out of hours senior management cover on a rota alongside the Service Manager group and cover for other Heads of Service during periods of leave and absence.

The duties and responsibilities outlined in this job profile are indicative of the role, however they are not exhaustive and may be subject to change. In addition, you will be required to undertake other reasonable duties as directed by your manager.

Main Duties and Responsibilities

- To lead and manage a portfolio of services in achieving the highest standards of practice in work with vulnerable children, young people and their families, ensuring that at all times, children they are at the heart of service provision and developments
- To develop and implement plans for services within a portfolio area that deliver against service, Division, Directorate, Strategic Partnership and Council objectives.
- Ensure effective risk management practice, through the development of excellent inter-agency collaboration and communication
- Ensure that children and young people within the borough are safeguarded from abuse and their welfare promoted
- Ensure children and young peoples participation both strategically and operation is integrated into everything that they and their services do.
- Ensure that timely and effective statutory processes are in place within a portfolio of services where there is a concern about a child or young person who may have suffered or is likely to suffer significant harm
- Ensure that the interventions of children's social care and youth justice teams are child centred, effective and timely and to act accordingly where this is not the case
- Pro-actively work with stakeholders, including service users, carers, families and communities to secure feedback, deliver change and quality improvements
- Lead on practice and systems development and the implementation of new legislation and government initiatives
- Ensure successful partnership and multi-agency working across a portfolio of services and undertake the lead on a range of interagency work as required to ensure both development and sustainability of good service provision
- Promote and develop a performance management culture, managing poor performance where necessary
- Effective budgetary management and the delivery of value for money services
- Actively contribute to the preparation, planning and delivery of external inspection and audit planning processes and take lead responsibility as directed by Assistant Director Social Care & Youth Justice
- Work with elected members, as required on policy and budget issues related to the service and issues as raised by Councillors including scrutiny and the production of papers for cabinet decision as required

- Hold the strategic lead and represent the Children's Social Care & Youth Justice Division / Merton Council in designated strategic local, regional and national forums as directed by the Assistant Director
- Contribute to and support the delivery of strategies and plans set by the Council, Strategic Partnerships, Directorate, Division and Service to achieve identified actions, improvements and transformations.
- Operate as a lead senior manager within the Children's Schools and Families directorate, to deputise for the Assistant Director Social Care and Youth Justice
- Work with statutory and voluntary partners to ensure that all relevant activity is focused on improving outcomes
- Perform a quality assurance role ensuring the review of all programme outputs across the service
- Provide expert advice and support to service managers and staff
- Development, strategic and operational responsibility for a number of functional themes across a portfolio of services including quality assurance processes, risk management panels, development and support of staff, ASYEs, practice and the Division's practice model
- Chair meetings and contribute to strategic and operational working groups, network and planning meetings and reviews, as required

Staff Management

- Develop services, teams and staff to maximize their potential ensuring continuing professional development and training is effectively delivered through regular supervision (one-to-ones for non social work staff) and review, in accordance with the Council's policy; recorded on appropriate systems and a copy given to each member of staff
- Ensure services, teams and staff are motivated, encouraged and supported to contribute to the development of a quality services
- Contribute to, and include Young People in the effective recruitment, selection.
- Support mentoring and coaching to enhance quality of practice, appraisal and review of staff
- Manage capability, disciplinary, complaints and grievance procedures as required
- Monitor leave, sickness and the use of agency staff in order to ensure these resources are used effectively
- Champion the equality and diversity agenda across the service and with multi-agency professionals
- Carry out all responsibilities and duties with due regard to the Council's Equal Opportunities Employment Policy
- Ensure staff are aware and adhere to the council's health and safety policy

Other duties

- Promote local and national research and evaluation to influence and develop social work and youth justice evidence-informed practice
- Advise on the impact of policy and practice for people in more excluded groups and communities

- Champion information sharing in support of the early intervention and prevention agenda across the borough
- Actively encourage services, teams and staff to gain user feedback on the quality of services delivered and use the information gathered to develop the quality of the service user experience
- Effective on-going communication to all stakeholders including politicians and partner agencies
- Represent the Council regionally and nationally on policy matters, promoting Merton and sharing best practice
- Ensure that personal and professional development opportunities are taken and achieved, where appropriate, in line with performance objectives, mandatory training, career pathways and individual opportunities identified with Manager
- Have regard for the health and safety of persons and premises under your management and operate within LB Merton Council's Health and Safety policies and procedures (complying with health and safety legislation) in relation to the responsibilities of the job
- Undertake duties commensurate with the grade of the post, as required from time to time
- All Social Work Staff are required to meet and adhere to the various professional standards, including the Professional Capability Framework and the HCPC



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PERSON SPECIFICATION

POST TITLE: Head of Service

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Qualifications & Knowledge

- a. Social Work Qualification (Masters in Social Work or BA/BSc, Diploma in Social Work, CQSW).
- b. Registered with Social Work England (SWE).
- c. Management qualification or Post Graduate diploma in related field or equivalent
- d. Extensive knowledge of policies, statutory regulations and guidance relating to statutory children's services
- e. Extensive knowledge of Quality Assurance and Performance Management frameworks
- f. Extensive knowledge of relevant legislation relating to statutory children's services and the impact on service delivery
- g. Knowledge of equality and diversity practice and the capability to apply it to work with young people and their families
- h. Knowledge of the underlying causes of vulnerability and aspects of effective safeguarding of vulnerable children and their families
- i. Knowledge on managing social workers and their professional development
- j. Knowledge of issues faced by families from minority ethnic communities or other minority groups
- k. Knowledge about the communities and the political context they work in

Skills/Competencies

- a. Ability to take lead responsibility for specific strategic and operational service developments
- b. Ability to manage change and develop new services, where necessary, with partner agencies
- c. Ability to apply perspectives and research to the provision of services for vulnerable children and their families

- d. Ability to commission (where necessary) and set up / deliver programmes for vulnerable children and their families and monitor and evaluate their effectiveness
- e. Ability to liaise and negotiate effectively across agency boundaries in order to provide effective support
- f. Effective written / verbal communication / presentational skills and basic I.T. skills
- g. Sound financial management and the ability to analyse services in terms of their cost and value for money
- h. Ability to establish a Quality Assurance environment which is able to identify good practice across this service area and promptly address areas of concern
- i. Ability to ensure that appraisal, supervision, support and direction are provided to staff
- j. Ability to set and monitor SMART objectives and deliver key outcomes that meet or exceed service expectations
- k. Able to use own initiative, work under pressure and meet tight deadlines
- l. Ability to analyse written and statistical data, prepare and present reports
- m. Ability to promote equality and anti-discriminatory practice, and recognise the importance of equality issues for both staff and service users
- n. Able to work flexibly and creatively and a willingness to work some evenings

Experience

- a. Experience in working with vulnerable children, young people and their families in the field of social care or other field related to social deprivation
- b. Experience of strategic and operational participation of children and young people
- c. Experience of managing services in the delivery of a range of intervention and supports services to vulnerable children and young people
- d. Experience of working positively with staff from other agencies and an understanding of and ability to work with different cultures, expectations and priorities
- e. Experience of providing advice and support to services, teams and staff in assessing the needs of vulnerable children and their families
- f. Experience of quality assurance and performance management techniques and principles
- g. Experience of effective operational and strategic multi-agency working and stakeholder management
- h. Experience of the selection, recruitment, training and supervision of individuals
- i. Experience of strategic and operational planning and leading implementation of programmes of change

Special Requirements / Other considerations

- a. An openness to improve professional practice, improve quality and a willingness to undertake training
- b. This post requires an enhanced DBS check to be carried out and it is the London Borough of Merton's policy for a re-check to be done every three years

- c. A willingness to work unsocial hours, and out of hours on a duty rota along side Service Manager colleagues – including evening work occasional Saturday and Bank Holiday duties
- d. A current valid UK driving licence and use of a car for work purposes.