

Job Description

Job title: Head of Service for Clinical Systemic Services, Workforce Development and Principal Social Worker	Service Area: Quality & Performance Improvement	
Division: Children, Young People & Education	Post Number From Oracle	Evaluation Number
Grade: CSR B	Date issued: May 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 Service for Clinical Systemic Services, Workforce Development and Principal Social Worker** 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 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 Service for Clinical Systemic Services, Workforce Development and Principal Social Worker** will provide strategic leadership for the clinical services, including systemic psychotherapy and support for emotional health and well-being, across all aspects of Early Help and Children's Social Care. As the Principal Social Worker the postholder will represent Croydon Council locally and nationally and provide expert advice and leadership to the development and delivery of high-quality practice across Children's Services, challenging and supporting Heads of Service, key partners, managers and practitioners to ensure practice is robust, high quality and continues to drive service improvement. They will 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 early help and Children's Social Care

Responsible for: Responsible for leadership, management oversight and supervision of the clinical and systemic services, the emotional health and well-being services and the Early Help & Children's Social Care Academy. Responsible for operationalising a number of key initiatives such as accredited training in systemic practice for social workers, managers and leaders; the 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 council's 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:

Provide strategic leadership for the clinical services, including systemic psychotherapy, in all aspects of Early Help and Children's Social Care.

As Principal Social Worker, provide expert advice and leadership to the development and delivery of high-quality practice across Children's Services. Provide evidence-based challenge and support to practitioners, managers and Heads of Service to ensure practice is robust, high quality, reduces risk and remains focused on improving outcomes for children. Champion innovation and continuous improvement in systemic social care practice. Model and drive a high support, high challenge culture, embedding the systemic practice framework across the service and the wider partnership

Lead on workforce development for early help and children's social care to support high quality practice across the service. Driving and supporting key initiatives that will add traction, pace and sustainability to the strategy for recruitment, retention and continuous learning in the service.

Lead on practice remodelling, ensuring appropriate methods and tools are used for specialist therapies to children, young people and their carer networks. Support the formulations and development of plans for the formal therapeutic treatment and/or management of a child or young person's mental health problems, based upon appropriate conceptual framework of a child/young person's problems, and employing methods of proven efficacy, across a full range of care settings. Work with the wider clinical team, including CAMHS and

other partners and take part in quality assurance activity, practice learning feedback to make decisions regarding learning and development activity.

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, devising and implementing an impact framework for the practice improvement programme.

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.

Ensure 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 on the council's L&OD Board, 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. Children's Social Care Senior Leadership Team, Service Managers, Team Managers and practitioners. Directors and Heads of Service across the CFE department, Directors and Heads of Service in HWA, Directors and Heads of Service in Housing, Corporate Parenting Panel, CYP Scrutiny sub-committee, L&D commissioning board

External: Independent experts, CAMHS, Universities and Training Institutions; Frontline, Step-Up to Social Work; Teaching Partnership, Association of Family Therapists, DfE, Local safeguarding partners from the police, community and acute health providers and the probation service, and 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; ADCS ; ILIA, Universities, both regionally and nationally, Private sector learning providers, CAFCASS, Voluntary and third sector agencies, 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.

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:

- Dual qualified and HCPC and UKCP registered as a social worker, family and systemic psychotherapist and systemic supervisor.
- Evidence of continuous professional development relevant to the role profile
- Formal training in systemic supervision

Experience:

- Substantial experience of providing social care leadership that manages and reduces risk within a dynamic and changing environment
- Experience of working within multicultural communities
- Experience of undertaking specialist therapeutic assessments and clinical interventions of children, young people and young adults across a range of settings, including outpatient, community, residential, primary care and patient settings.
- Experience of working at a highly specialist level with children and young people with a wide range of mental and behavioural disorders.
- Experience of managing a learning and development department within children services or other setting (within a Social Work Academy framework desirable).
- Experience of working with children looked after and their care networks in social care and/or CAMHS settings.
- Experience of leading the development and implementation of effective CPD systems.
- Experience of providing leadership within a dynamic and changing environment.
- Proven change management and integration experience including financial and workforce.

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 demonstrate knowledge and therapeutic skills to deliver therapeutic treatments in line with NICE guidelines as relevant to working with the needs of a range of children, families and their support networks.
- Skills in the use of complex methods of therapeutic assessment, intervention and management in relation to children and young people with moderate and complex mental, physical and behavioural conditions.
- Excellent communication skills (written and verbal) in order to lead and motivate others, and negotiate with partners.

- Ability to effectively communicate complex, highly technical and or clinically sensitive information to children, their families, carers and other professional colleagues both within and outside the NHS.
- Expertise in the evaluation of evidence relating to harm to children supporting social work practice in the protection of children
- Ability to maintain a high degree of professionalism in the face of emotive and distressing problems, verbal abuse and the threat of physical abuse.

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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