

## Role Profile

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| <b>Job Title:</b>   | <b>Head of Service - Family Access &amp; Support (formerly MASH), Risk Outside the Home (ROTH) and Youth Justice Service</b> |
| <b>Location:</b>    | <b>Colindale</b>                                                                                                             |
| <b>Department:</b>  | <b>Children's Safeguarding</b>                                                                                               |
| <b>Directorate:</b> | <b>Family Services</b>                                                                                                       |
| <b>Grade:</b>       | <b>7</b>                                                                                                                     |
| <b>Reports to:</b>  | <b>Assistant Director of Children's Safeguarding</b>                                                                         |

## 1. Job Purpose:

This is a pivotal leadership role at one of the most significant periods of transformation in Children's Services.

As Head of Service, you will provide strategic and operational leadership for Barnet's Family Access and Support Service (FAS), formerly the Multi-Agency Safeguarding Hub (MASH), the Risk Outside the Home (ROTH) Service and Youth Justice Service, ensuring children, young people and families receive the right support, at the right time, through a connected and relational system that improves outcomes and promotes safety and wellbeing.

As a key member of the Children's Services Senior Leadership Team, you will play a central role in delivering the Families First for Children reforms, helping to create a more accessible, less stigmatising and more effective system for children and families. You will lead Barnet's front door arrangements, adolescent safeguarding response and youth justice service, ensuring effective multi-agency collaboration, strong decision-making and excellent practice.

You will be responsible for ensuring that Family Access and Support (formerly MASH) continues to provide high-quality screening, safeguarding and decision-making whilst evolving into a service that also provides advice, guidance and access to early support. At the same time, you will oversee Barnet's developing Risk Outside the Home service and Youth Justice Service, creating a coherent response to adolescents exposed to exploitation, serious youth violence, contextual safeguarding risks and offending behaviour.

You will also provide strategic leadership for Barnet's Youth Justice Service, ensuring Child First principles are embedded across the system and that children who come into contact with the justice system receive effective, strengths-based interventions that reduce reoffending, improve safety and support positive futures.

Leading with compassion, ambition and purpose, you will drive performance, workforce development, partnership working and service improvement, ensuring children and families consistently receive high-quality support and intervention.

## 2. Key accountabilities:

### Strategic Leadership

- Provide visible and inspirational leadership across Family Access and Support, Risk Outside the Home (ROTH) and Youth Justice Services.
- Lead the implementation of Families First for Children reforms across areas of responsibility.
- Develop and embed Barnet's Family Access and Support arrangements as the primary point of access for children, families and professionals, ensuring services remain responsive to future developments and reform.
- Lead and deliver service redesign, transformation and improvement programmes, adapting service structures, practice models and operating arrangements in response to local need, legislative change and national reform.
- Shape the future development of adolescent safeguarding and contextual safeguarding arrangements across Barnet.
- Lead strategic responses to exploitation, serious youth violence, missing children, county lines, contextual safeguarding and extra-familial harm.
- Lead the strategic development of Barnet's Youth Justice Service, ensuring Youth Justice remains fully integrated within safeguarding, Family Help, adolescent services and wider partnership arrangements.
- Ensure services are responsive to changing needs and informed by evidence, performance intelligence and learning.
- Deputise for the Assistant Director as required.
- Manage and monitor service budgets, ensuring resources are deployed effectively, delivering value for money and supporting positive outcomes for children and families.
- Undertake any other duties and responsibilities commensurate with the level of the post, including the leadership of additional service areas, projects or programmes as required by the Director of Children's Services.

### Operational Leadership

- Provide leadership and management oversight to Service Managers, Team Managers and multidisciplinary teams.
- Ensure statutory responsibilities are discharged consistently and effectively.
- Maintain oversight of safeguarding risk, performance, service demand and quality of practice.
- Ensure Youth Justice statutory responsibilities, inspections, governance arrangements and national standards are effectively delivered and continuously improved.
- Ensure timely decision-making, effective threshold application and proportionate interventions.
- Lead services to deliver excellent outcomes for children and families whilst remaining inspection ready at all times.
- Monitor performance and implement improvement activity where required.
- Lead preparation for inspection, peer review and external scrutiny activity, ensuring services demonstrate strong practice, performance and impact for children and families

### Safeguarding and Front Door Services

- Lead Barnet's Family Access and Support Service as the primary point of contact for safeguarding

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concerns, requests for support and Family Help access.

- Ensure effective multi-agency information sharing, screening and decision-making.
- Strengthen preventative responses and reduce unnecessary statutory intervention where alternative support can safely meet needs.
- Ensure strong partnerships with police, health, education, housing and voluntary sector organisations.
- Provide leadership oversight of safeguarding risk and decision-making at the front door.
- Provide strategic oversight of the Children's Out of Hours Service, ensuring effective emergency safeguarding responses, robust decision-making, and seamless connectivity between out of hours and daytime services to promote consistent support and protection for children and families

### Adolescent Safeguarding and Risk Outside the Home

- Lead the Risk Outside the Home (ROTH) service and wider adolescent safeguarding arrangements.
- Ensure effective responses to child exploitation, serious youth violence, missing children, online harm and contextual safeguarding concerns.
- Promote innovative and evidence-informed approaches to adolescent safeguarding.
- Develop integrated responses across safeguarding, community safety and youth justice.
- Strengthen partnership arrangements to tackle extra-familial harm and improve outcomes for vulnerable adolescents.

### Youth Justice

- Provide strategic leadership and oversight of the Youth Justice Service.
- Ensure the service meets all statutory responsibilities and national standards.
- Drive improved outcomes for children involved in the youth justice system.
- Strengthen prevention, diversion and rehabilitation approaches.
- Promote strong partnership working across criminal justice, safeguarding and community services.
- Provide strategic leadership for Barnet's Child First approach, ensuring Youth Justice services are strengths-based, trauma-informed and centred on children's rights, participation, safety and future aspirations, while delivering effective prevention, diversion and rehabilitation outcomes

### Workforce Leadership

- Develop and maintain a highly skilled, confident and motivated workforce.
- Promote a culture of learning, reflection and continuous improvement.
- Lead workforce planning, recruitment and retention activity.
- Promote shared learning and professional development across safeguarding, adolescent services and Youth Justice to build a skilled and integrated workforce.
- Champion equality, diversity and inclusion.
- Ensure staff receive high-quality supervision, support and professional development.
- Create an environment where practitioners can thrive and deliver excellent services.

### Quality Assurance and Improvement

- Drive high standards of practice through robust quality assurance activity.
- Ensure children, young people and family voices inform service design and improvement.
- Lead learning from audits, complaints, reviews and inspections.

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- Maintain oversight of Youth Justice performance, disproportionality, reoffending, custody, education and participation outcomes, ensuring continuous service improvement and strong outcomes for children.
- Use performance information and data effectively to identify strengths, risks and areas for development.
- Contribute to wider service and corporate improvement programmes.

### Partnership and Corporate Responsibilities

- Build and maintain strong strategic relationships across Barnet and the wider partnership network.
- Represent Children's Services at local, regional and national forums.
- Promote the Council's commitment to equality, inclusion and safeguarding.
- Contribute to corporate priorities and organisational objectives.
- Lead by example in promoting Barnet's values and behaviours.

## Caring / Learning to Improve / Inclusive / Collaboration

### 3 Flexibility

In order to deliver the service effectively, a degree of flexibility is needed, and the post-holder may be required to perform work not specifically referred to above. Such duties, however, will fall within the scope of the post, at the appropriate grade.

### 4 The Council's Commitment to Equality

To deliver the council's commitment to equality of opportunity in the provision of services. All staff are expected to promote equality in the workplace and in the services the council delivers.

**N.B. All employees are expected to adhere to the Council's Diversity & Equality and Health and Safety Policies.**

**Barnet is committed to safeguarding and promoting the welfare of children and vulnerable adults and operates stringent safer recruitment procedures.**

**This role is subject to an enhanced DBS Check.**

## PERSON SPECIFICATION

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| <b>Directorate:</b> | <b>Family Services</b>                                                                                                       |
| <b>Grade:</b>       | <b>7</b>                                                                                                                     |
| <b>Reports to:</b>  | <b>Assistant Director of Children's Safeguarding</b>                                                                         |

| <b>Criteria</b>                                                                                                                                                                                        | <b>Essential/Desirable</b> | <b>Assessed by:</b>   |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|-----------------------|
| <b>Professional Membership/Qualification</b>                                                                                                                                                           |                            |                       |
| Qualified Social Worker.                                                                                                                                                                               | Essential                  | Application           |
| Evidence of ongoing professional development.                                                                                                                                                          | Essential                  | Application           |
| Social Work England registered.                                                                                                                                                                        | Essential                  | Application           |
| <b>Experience &amp; Knowledge</b>                                                                                                                                                                      |                            |                       |
| Significant senior leadership experience within statutory Children's Social Care.                                                                                                                      | Essential                  | Application/Interview |
| Experience of leading safeguarding, assessment, Family Help and/or front door services                                                                                                                 | Essential                  | Application/Interview |
| Experience of leading, managing or working strategically with Youth Justice Services, including oversight of prevention, diversion, safeguarding, exploitation, custody and resettlement arrangements. | Essential                  | Application/Interview |
| Extensive experience of delivering service transformation and improvement.                                                                                                                             | Essential                  | Application/Interview |
| Proven experience of managing complex operational services in a multi-agency environment.                                                                                                              | Essential                  | Application/Interview |
| Experience of leading and developing high-performing teams.                                                                                                                                            | Essential                  | Application/Interview |

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| Experience of partnership leadership across health, education, police, housing and voluntary sector partners.    | Essential | Application/Interview |
| Experience of driving improvements in performance and practice quality.                                          | Essential | Application/Interview |
| Experience of managing significant budgets and resources.                                                        | Essential | Application/Interview |
| Excellent knowledge of child protection, safeguarding and Children's Social Care legislation.                    | Essential | Application/Interview |
| Strong understanding of Families First for Children reforms and Family Help developments.                        | Essential | Application/Interview |
| Strong understanding of MASH/front door services and effective multi-agency safeguarding arrangements.           | Essential | Application/Interview |
| Detailed knowledge of adolescent safeguarding, contextual safeguarding, exploitation and serious youth violence. | Essential | Application/Interview |
| Understanding of Youth Justice legislation, policy and practice.                                                 | Essential | Application/Interview |
| Understanding of inspection frameworks and quality assurance requirements.                                       | Essential | Application/Interview |
| <b>Skill &amp; Ability</b>                                                                                       |           |                       |
| Outstanding leadership and communication skills.                                                                 | Essential | Application/Interview |
| Strategic thinker with the ability to translate vision into delivery.                                            | Essential | Application/Interview |
| Strong capability to manage risk, complexity and change.                                                         | Essential | Application/Interview |
| Excellent partnership and influencing skills.                                                                    | Essential | Interview             |

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| Strong analytical skills and ability to use performance data effectively.                                                          | Essential | Interview             |
| Ability to motivate, support and inspire others.                                                                                   | Essential | Interview             |
| Excellent written, presentation and report-writing skills.                                                                         | Essential | Interview             |
| A good capacity to deliver high quality work to deadlines in a high demand environment.                                            | Essential | Interview             |
| A strong professional interest in research findings and their contribution to the development of best practice.                    | Essential | Application/Interview |
| To be able to thrive in a complex environment and demonstrate resilience.                                                          | Essential | Interview             |
| Previous Head of Service experience.                                                                                               | Desirable | Application/Interview |
| Experience of leading Youth Justice Services.                                                                                      | Desirable | Application/Interview |
| Experience of leading MASH or front door services.                                                                                 | Desirable | Application/Interview |
| Management qualification.                                                                                                          | Desirable | Application/Interview |
| Experience of implementing Family Help reforms.                                                                                    | Desirable | Application/Interview |
| <b>Values &amp; Behaviours</b>                                                                                                     |           |                       |
| <b>Caring</b>                                                                                                                      |           |                       |
| Integrity- I work with candidates and colleagues in a way that builds trust.                                                       | Essential | Interview             |
| Empathy- I say "thank you" and "well done" where appropriate, and take time to 'check in' to see if the people I work with are ok. | Essential | Interview             |
| Support- I support my colleagues to deliver excellent services. I focus on resolving any issues and capturing lessons learnt.      | Essential | Interview             |
| <b>Learning to Improve</b>                                                                                                         |           |                       |



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| Insight- I regularly rely on evidence and professional standards to support my work and decision making.                                                                   | Essential | Interview |
| Agile-I am fully empowered to act within the scope of my role.                                                                                                             | Essential | Interview |
| Growth Mindset- I take responsibility for my own personal development, growth and learning and support others with their learning and development where I can.             | Essential | Interview |
| <b>Inclusive</b>                                                                                                                                                           |           |           |
| Personal Responsibility- I am curious about what is important to others around diversity. I reflect and act upon this curiosity to improve my own understanding.           | Essential | Interview |
| Engage with discomfort- I am open to and reflect on what makes me uncomfortable and use my engagement with others to challenge myself and constructively challenge others. | Essential | Interview |



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| Champion Diversity- I recognise the advantages and importance of equality, diversity and inclusion in delivering outcomes for residents, and take an active role to ensure they are implemented and integrated in everything I do.     | Essential | Interview |
| <b>Collaborative</b>                                                                                                                                                                                                                   |           |           |
| One Team- I actively and purposefully build my network of relationships with people across the Council and with partners. I proactively seek feedback and evidence as a way of learning from and improving the way I work with others. | Essential | Interview |
| Accountable- I accept responsibility for my own actions and decisions and demonstrate commitment to ensuring these align to what is best for Barnet.                                                                                   | Essential | Interview |
| Outcomes Focused- I adapt my way of working to best suit the outcome we are trying to achieve within the scope of my role and professional standards.                                                                                  | Essential | Interview |