

## Role Profile

<b>Job Title:</b>	<b>Head of Service Strategy &amp; Improvement</b>
<b>Location:</b>	<b>Colindale and Hybrid</b>
<b>Directorate:</b>	<b>Children and Families Service</b>
<b>Department:</b>	
<b>Grade:</b>	<b>Grade 8</b>
<b>Salary Range:</b>	<b>£80,139 £89,701</b>
<b>Reports to:</b>	<b>Assistant Director Education, Strategy &amp; Partnerships</b>

**About the Job**

Our focus as a council must be on making life better for all children but especially our most vulnerable; a responsibility which we lead but one that is also shared across public sector partners in Barnet. The council and its partnership working has to strengthen further if rising demand for our services is to be met. The Head of Service Strategy & Improvement will be accountable to the Assistant Director Education, Strategy & Partnerships and will support in delivery of key aspects of the Barnet Children's Services Strategies and Improvement Plan. The Children and Families Directorate seeks to ensure that the council and its partners deliver better services which measurably improve the lives of children and their families in in the Borough with a key focus on ensuring a positive impact for those children most in need of protection and care.

As a key member of the Council's Children and Families Services Senior Management Team, the role will support the Assistant Director in strategy and improvement for Children and Family Services providing business planning, strategy development and management of key projects across social care and education. The role will work across children's social care and education and will be the lead for SEND Area Inspection and ILLACs inspection preparation and will fulfil the single point of contact (SPOC) during inspections. A high degree of role flexibility will be expected across this post within the delivery function and will deputise for the Assistant Director at times.

**2. Key accountabilities:**

**This is what we need you to do... Lead the strategy, improvement and project management function:**

- To develop key service plans ensuring effective links into corporate plan reporting and to support SLT to track and monitor service deliverables and priorities.
- Work with operational leads to develop and monitor strategies for the service, ensuring statutory compliance, working with wider council and partner agencies as necessary.
- Lead on drafting the Self-Assessment for children's social care and SEND ensuring a focus on co-production and adherence to relevant frameworks.
- To provide a programme management function for key programmes for the service ensuring they are effectively monitored and delivered.
- Lead and co-ordinate projects including capital projects for social care and education.
- Mainstream inspection activity into BAU and co-ordinate planning for inspections including preparation and coordination of Annex A and an evidence bank. This will require working with multiple teams and partners.
- During inspections establish and lead an "Inspection Team" providing coordination and single point of contact for the Lead Inspector.
- Keep abreast of national policy developments and provide advice on local impact and implications supporting operational teams to implement changes as required.
- To contribute to the MTFS process, lead on savings and investment plans as directed and ensure budgets and spending decisions are managed effectively.
- To contribute to the senior management of Children and Family Services as part of the wider management team.
- To deputise for the Assistant Director Education, Strategy & Partnerships as required.
- Ensure that the voices of children and young people are at heart of the council approach to inform our ways of working.
- Create organisational and cultural conditions which foster excellent performance and innovation amongst employees, ensure learning from best practice elsewhere and develop an environment of high support and high challenge.
- Role model and champion the council's values and leadership behaviours.
- Provide advice and support to senior managers elected members ensuring clear communication and delivery of council, cabinet, scrutiny and partnership objectives.
- Ensure that strong customer focus is maintained throughout strategic and operational delivery.

## Special Conditions

- This position is subject to an enhanced Disclosure and Barring Service (DBS) check and you will be asked to apply for a DBS check, if you are offered the position.
- The post involves travel throughout the Borough and beyond
- The post will involve work out of normal office hours at times, including management cover for out of hours services.

## Monitoring and ongoing development of outcomes

As part of the annual appraisal process, outcome-based targets will be developed in conjunction with the post holder and will supplement this job profile. The job profile will be subject to regular review and the council reserves its right to amend or add to the accountabilities listed above.

### 3. Financial Responsibilities:

Staffing budget c£400K, Capital c150K-£500K

### 4. Health and Safety Responsibilities:

- Abide by of Barnet's health and safety policy, associated arrangements, and implement the Senior manager's/Director's responsibilities set out therein.
- Complete mandatory health and safety training
- Ensure strategic/service plans take account of health and safety risks and effects on employee wellbeing
- Monitor health and safety compliance arrangements and take action where there are concerns
- Include health and safety in regular management team/board meetings
- Lead by example, monitor and enforce health and safety compliance of managers
- Ensure sufficient resources are allocated to managing risk

**5. Promotion of Corporate Values**

To ensure that customer care is maintained to the agreed standards according to the council's values. To ensure that a high level of confidentiality is maintained in all aspects of work. Our values:

Caring / Learning to Improve / Inclusive / Collaboration

**6. 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.

**7. 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.

## PERSON SPECIFICATION

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<b>Criteria</b>	<b>Essential/Desirable</b>	<b>Assessed by:</b>
<b>Professional Membership/Qualification</b>		
<b>Education &amp; Qualifications</b> <ul style="list-style-type: none"> <li>• Relevant leadership / management qualification and/or equivalent relevant professional experience.</li> <li>• Educated to at least degree level.</li> </ul>	Essential	Application/Interview
<b>Experience &amp; Knowledge</b>		
<b>Experience</b> <ul style="list-style-type: none"> <li>• Proven operational and strategic management experience in sectors which have led to positive and improved outcomes/provisions for children, young people and their families.</li> <li>• Effective involvement and partnership work with parents, children, young people and families and partner organisations to develop and improve service provision.</li> <li>• Leading and managing strategic developments which have lead to change and performance improvement.</li> <li>• Experience of social care, particularly child protection and safeguarding and/or education.</li> </ul>	Essential	Application/Interview

<ul style="list-style-type: none"> <li>• Leadership of high-performance management teams which has secured excellent day to day operational practice.</li> </ul> <p><b>Knowledge, Skills and Understanding</b></p> <ul style="list-style-type: none"> <li>• Ability to develop clearly structured and measurable improvement plans.</li> <li>• Strong political awareness and understanding/experience of working in a political environment.</li> <li>• Successful financial management at strategic and operational level.</li> <li>• Ability to communicate, influence and negotiate at all levels of an organisation.</li> <li>• Wide knowledge and understanding of Children and family Services (including education) national policies and the legislative framework affecting vulnerable children, and their families.</li> <li>• Good knowledge of how to understand local needs and priorities of children, and their families and how partner organisations need to respond.</li> <li>• Ability to work in the corporate context of the organisation and understanding of how this influences own role and accountabilities.</li> <li>• Specific knowledge and experience of strategic and operational working in the area of accountability for the role.</li> </ul> <p>Ability to intervene at operational level, where necessary.</p>		
Skills & Ability		
Behavioural attributes	Essential	Application/Interview
<ul style="list-style-type: none"> <li>• Personal credibility to provide leadership for professionals and others at all levels within partner organisations.</li> </ul>		

<ul style="list-style-type: none"> <li>• Demonstrates Barnet's values and leadership behaviours.</li> <li>• Emotionally resilient and able to function effectively when working in a pressurised and rapidly changing environment.</li> <li>• Politically astute with the ability to establish positive relationships which engender confidence and respect.</li> <li>• Flexible, innovative, self- starter, understands how their approach impacts on others and can adapt it to suit different audiences</li> <li>• Organised and able to meet tight deadlines.</li> <li>• Balances corporate accountability and leadership role with the management of specific areas of responsibility.</li> </ul>		
<b>Values &amp; Behaviours</b>		
<b>Caring</b>		
Integrity- I work with candidates and colleagues in a way that builds trust.	Essential	Application/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	Application/Interview
Support- I support my colleagues to deliver excellent services. I focus on resolving any issues and capturing lessons learnt	Essential	Application/Interview
<b>Learning to Improve</b>		
Insight- I regularly rely on evidence and professional standards to support my work and decision making.	Essential	Application/Interview
Agile-I am fully empowered to act within the scope of my role	Essential	Application/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	Application/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	Application/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	Application/Interview
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	Application/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	Application/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	Application/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	Application/Interview