

Role Title	Head of Service - Safeguarding and Family Support
Job Family	Children Services
Location	Fellowship Square
Pay Range / Scale	PO12
Purpose	
To lead, develop, organise and control a professional service area ensuring the delivery of the service meets all Council, professional and legislative requirements. The Head of Service – Safeguarding and Family Support will manage and provide strategic leadership to Waltham Forest’s response to children, young people and their families in a statutory setting, and will lead on co-ordinating and improving social care, embedding the safeguarding board's threshold document as outlined in the statutory guidance Working Together.	
Generic Accountabilities	End Results/Outcomes
Plan and ensure service delivery within a complex / diverse service area. Control operational activities within the service area and ensure professional standards are delivered.	The service is delivered to the quality, Council, professional and legislative standards required. Integrated service development and delivery is informed by client, partner and stakeholder views, latest thinking, good practice and legislative requirements. Corporate strategies are effectively implemented within area of responsibility. External inspections are managed effectively. Service delivers excellent customer service.
Develops service plans to meet strategic business goals. Ensure compliance with all internal and external standards.	Service plan and targets for area of responsibility are developed from Council’s overall strategic directives and agreed and communicated within required timeframe. Strategic and operational input is provided to wider business planning and development, including liaison/links with health services. Progress against objectives is effectively monitored and delivered.

Assure professional standard of case management and the effective management of risk within the service area.	Provision of agreed intervention is effectively delivered / co-ordinated / monitored to support clients to achieve their identified outcomes. Complex and high risk cases are managed in line with quality, national and legislative standards. Implementation of statutory duties where required. Risk to the health, safety and wellbeing of clients and the public is effectively reduced. Vulnerable individuals are protected.
Lead the development and oversee the implementation of policy, systems, contracts, processes, performance criteria, standards, governance frameworks, and procedures within area of responsibility.	Policies, procedures and controls ensure that the area of responsibility is compliant with all relevant legislation, codes, regulations, guidelines, standards and best practice. Promote and maintain social work/OT professional code of practice. Ensure integrated working with multi-disciplinary teams (including Health). Service plan and targets for area of responsibility are developed from Council's overall strategic directives and agreed and communicated within required timeframe. Strategic and operational input is provided to wider business planning and development, including liaison/links with health services. Progress against objectives is effectively monitored and delivered. Use Data provided to manage poor performance and highlight areas of strong practice
Manage responses to complex professional or politically sensitive issues within the area of responsibility.	Expert opinion, advice, supports and interpretation is provided on all aspects of the area of responsibility, including major decisions about the lives of clients. Major issues are managed through to a satisfactory conclusion. Feedback and complaints procedures are developed and managed. Complaints are effectively resolved.

Advise Directors, Members and others on issues relevant to the service area. Provide professional challenge and advice to colleagues, managers and partner organisations.	Expert professional advice, interpretation, information, support and challenge are provided to Waltham Forest and external parties on the full range of operational, legislative and strategic issues within the field of expertise. The Council is appropriately represented at local, regional and national levels in order to enhance the Council's performance, reputation and image. Responses to major corporate or partner initiatives / complex strategic or operational issues are managed effectively. Major issues are managed through to a satisfactory conclusion. Keeps service up to date of relevant information new developments, practices, research findings and trends.
Manage responses to complex professional or politically sensitive issues within the area of responsibility.	Expert opinion, advice and support is provided on all aspects of the area of responsibility, including decisions about clients. Major issues are managed through to a satisfactory conclusion. Feedback and complaints procedures are developed and managed. Complaints are effectively resolved.
Ensure the necessary standards relating to safeguarding best practices/protocols are effectively communicated, monitored and maintained.	Safeguarding standards are monitored and maintained in compliance with Council policy. Appropriate safeguarding training is provided. Use data to ensure that standards are of a high quality and address areas of poor practice Appropriate responses provided on safeguarding queries from the Press and the Independent Safeguarding Chair.
Ensure the development and delivery of continuous improvements in all aspects of the service.	Improvements are developed and delivered effectively. Stakeholder requirements are met. Work in collaboration with partners to deliver best practice

Lead, motivate and develop staff to create and maintain a highly competent and participative workforce.	Instrumental in ensuring a workforce development strategy is designed and delivered, including induction of new staff. The team is highly competent, effective, motivated and outcomes focussed. Recruitment, induction, development, performance reviews, employee relations and all HR processes and planning is completed to the required standards and timescales. Effective team meetings take place to required timescales. Promote and maintain a focus on best practice with families.
Identify, secure, deploy and manage the resources necessary for the professional service area to meet/exceed its objectives.	Resources including, equipment, people, and systems are utilised optimally and efficiently. Annual budget is planned, developed and delivered. Value for money is maximised. Financial expenditure and financial integrity are controlled to assure regulatory and Council policy compliance. Work with partners to find ways to manage complex situations whilst managing resources appropriately.
Implement a risk management programme and advise on issues affecting Council service areas.	Business threatening situations are recognised, planned for and managed or escalated as appropriate. Systems and governance are in place to and respond promptly to critical events. Continuous service is provided.
Prepare and present a full range of reports (both standard and non-standard) covering area of responsibility.	Reports are prepared, distributed / presented to the appropriate committee/ to the required standards and timescales. Evidence based recommendations are made.

Ensure the successful implementation of health and safety legislation, policies and practices.	Risks to staff and others are assessed and managed. Suitable health and safety instruction and training are provided. There is a safe working environment.
Act in accordance with all policies and procedures which apply to the job and understand the reasons for this.	All policies and procedures are complied with.
Job Specific Accountabilities:	
<i>Ensure operational leadership and delivery of an Assessment, Family Support and Protect Service or a Looked After Children Service.</i>	The service is delivered to the quality, Council, professional and legislative standards required. Integrated service development and delivery is informed by client, partner and stakeholder views, latest thinking, good practice and legislative requirements. Corporate strategies are effectively implemented within area of responsibility. External inspections are managed effectively. Service delivers excellent customer service. Decisions are monitored, external agencies informed/and or timely action taken. Positive outcomes are achieved for children and young people. Employ quality assurance and performance management systems to ensure effective implementation of integrated working processes and high quality assessments. Ensure compliance with record keeping and data processing systems ie framework and quality assurance Provide strategic leadership and operational oversight of the QA Processes across Safeguarding and Family Support to inform targeting of training and support as required

Ensure the delivery of safeguarding services to children and young people.	Policies, procedures and controls ensure that the area of responsibility is compliant with all relevant legislation, codes, regulations, guidelines, standards and best practice. Improved outcomes for children and families in Waltham Forest.
Monitor Service Performance and recommend improvements./ Undertake quality control, service and case auditing systems in relation to the services for which the post is responsible.	Analyses and identifies performance trends using data to identify areas of improvement. Monitors the performance of the local authority and make recommendations for improvements. Hold to account persons who fail to carry out agreed actions. Takes a proactive approach to addressing issues of drift and delay of cases.
Deputise for the Assistant Director, Safeguarding and Family Support on a rota basis as required	In collaboration with colleagues, ensure the service is operating safely and effectively in the absence of the Assistant Director, represent the service as required.
Deliver change management and positive culture change across the service.	High standards of professional practice. Staff behaviours are in line with corporate competency framework.
Support Partnership arrangements and develop partnership working within area of responsibility.	Promote partnership working with key partners, service providers, stakeholders and other similar post holders in neighbouring boroughs. Partnership working improves clarification of requirements / service delivery. Partnership working groups produce valid and timely outputs.

Nature of Contacts

Senior managers, directors, members, external bodies and partners, to build effective relationships, represent the service, and to provide expert advice and guidance on sensitive and complex issues. Attend court / tribunals as an expert witness. Chair meetings of internal / external partners and other agencies to manage complex cases.

Diverse internal and external contacts / partners to generate and co-ordinate original ideas and policy / practice developments, share best practice and ensure the integration of related projects /programmes. Consult with stakeholders to identify requirements.

Co-ordinate responses from other agencies on operational issues and to deliver service in partnership.

Interaction with others and the ability to influence and motivate are fundamental to the role. Sensitivity, persuasiveness, negotiation and assertiveness skills are required to communicate with diverse audiences.

Direct line management of team of staff.

A member of the Children and Families Senior Management Team.

Procedural Context

Controls the deployment and allocation of service resources within overall corporate and legislative framework. Accountable for the performance of the service area against agreed objectives. Develops service plan for area of responsibility and contribute to long term wider service planning. Professionally accountable for interventions within area of responsibility.

Exercises professional judgement in assessing risk to clients or others and quality assurance of service. Manage complex / high risk issues within a framework of policy and procedures. Creative and innovative problem solving of complex issues, often in situations where there is ambiguity and a significant degree of judgement is required in relation to risks outside the remit of existing policy. Think and act strategically in decision making in a complex professional and political environment.

Development of policies and procedures and strategy for own area. Lead in partnership development, working with a range of agencies and extended services to meet strategic, legislative and Government policy requirements.

Assistant Director.

Key Facts and Figures Holder

of SW England registration

Enhanced DBS Clearance.

Social work qualification

Resourcing

Budget Responsibilities: **up to 1.2m**

Supervisory Responsibilities: 6 to 8 Managers

Competency Level: Senior Manager

Knowledge, Skills and Experience

- A proven record of successfully providing operational leadership and management of the direct provision of high quality services.
- Experience of budget monitoring and management.
- Proven track record of developing a service to meet the diverse needs of the community.
- Experience of developing effective partnerships with statutory agencies and voluntary organisations.
- Demonstrable track record of working in conjunction with members, senior managers, partners and service users in order to achieve service improvements and good outcomes for children, young people and their families.
- Experience of contributing at an operational and strategic level in delivering service improvement.
- Experience of being accountable and successful in managing the performance of staff and operational systems.
- Experience of operating within the Children Act 1989 or any other relevant legislative and statutory framework concerned with children and young people
- Securing compliance with the organisations policies and procedures.
- Experiencing of managing projects and contracts successfully and being engaged in the process of commissioning and procurement.
- Experience of leading cultural change within an organisation to secure best practice and ensure it becomes sustainable.
- Experience of successfully influencing the practice and Ofsted outcomes achieved.
- Knowledge of statutory framework for child protection, safeguarding and looked after children.
- Ability to deliver presentations or contribute to seminars or training events
- Ability to value diversity and promote equality.
- Ability to manage, motivate and develop staff to achieve organisational and strategic priorities.
- Ability to support and promote a compelling vision and take accountability to deliver improved outcomes.
- Ability to work corporately and with partners to improve practice and service delivery performance and outcomes.
- Experience of using data to plan, review and implement service delivery.

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Indicative Qualifications

Educated to degree standard or equivalent.
Relevant professional qualification (CSQW Dip SW equivalent degree Social Work qualification)
Substantial Continuing Professional Development

The above profile is intended to describe the general nature and level of work performed by employees in this role. It is not intended to be a detailed list of all duties and responsibilities which may be required. This role profile will be supplemented and further defined by annual objectives, which will be developed in conjunction with the post holder. It will be subject to regular review and the Council reserves the right to amend or add to the accountabilities listed.