

## Head of Service – Children’s Families First (Quality & Performance)

### Job Description (Tier 3)

Job Title	Head of Service – Children’s Families First (Quality & Performance)
Salary	HAY T3A (04) – Up to £97,648
Directorate	Children & Young People
Team	Children & Families
Accountable to	Director of Children & Families Service
Contract and Hours	This is a fixed term role for 2 years until March 2028 due to Local Government Reform. Working hours are 37 hours a week.
Location	Shire Hall, Warwick
Accountable for:	
<ul style="list-style-type: none"> <li>Team Responsibility</li> </ul>	Families First – Quality & Impact Team (Circ 12 FTE) and supporting the Director to ensure whole system quality and performance.
<ul style="list-style-type: none"> <li>Annual Budget</li> </ul>	£5m
Politically restricted role	No
JEID (Job Identifier number)	Z201

### Key responsibilities (including technical responsibilities and key stake holders/customers)

You will play an active role as part of our senior leadership team working in partnership with a range of colleagues and partner agencies to innovate our service delivery capabilities. You will develop and maintain good working relationships with our range of partners including the voluntary sector. You will support the Director and Executive Director in achieving Warwickshire County Council’s (WCC’s) Council Plan but also our shared Safeguarding Partnership vision and outcomes through integrated planning and flexible use of resources. Acting on behalf of the Director and Executive Director you will lead whole scale system change across Children’s Services. You will report on delivery of outcomes to stakeholders including elected members and other council officers.

You will have direct strategic and operational responsibility for Children & Families Services ensuring that services are delivered proportionate to need, building and strengthening our community capacity to enable a stronger resilience base. You will maximise commercial opportunities and income streams to enable the financial stability and sustainability of WCC.

As a qualified Social Worker and experienced strategic leader of Children’s Social Care you will be the key lead for the multi-agency Families First Pathfinder programme. Warwickshire was a pathfinder local authority and have implemented all elements of the Families First programme. The role will be to support the Director and Executive Director to further embed the changes we have made and ensure the intended outcomes and impact is achieved.

The role will support and embed new ways of working, performance and quality across the implemented delivery models for family help, child protection, family networks and multi-agency safeguarding arrangements. Ensure high quality social work practice and outcomes across the Council Children & Families Service.

The role will also include leading on the Children & Families Service response to inspection, continuing our post inspection plan, to ensuring continuing improvement and preparation for future focussed visits.

The role will lead Warwickshire's Council led coalition of agencies (police, NHS and commissioned services) to continue to embed Families First and new ways of working. Particularly strategically integrating other new ways of working and reforms, joining together Families First with Best Start in Life and SEND reforms.

A key element of the role will be to lead the evaluation and share learning on Families First with regional and national partners.

Critical will be experience in working with a large multi-agency workforce, taking practitioners and managers with us on the next stage of our journey. However, maintaining a robust and strong focus on quality and performance. Supporting other Heads of Service and managers across the services to achieve consistently high quality practice and outcomes for children and their families.

## Person Specification

### What we are looking for

#### Technical Competencies and Professional Expertise that are essential

- Social Worker qualified with significant manager and leadership qualifications/experience.
- Comprehensive understanding of Child Protection, Children In Need, Exploitation and Children in Care.
- Experience of implementing transformation and leading innovative practice.
- Knowledge of process, governance and practice.
- Knowledge and implementation of new operating models.
- Robust multi agency quality assurance experience, including managing continued improvement and change. Focussing on the outcomes achieved for children.
- Experience of Ofsted and other inspection requirements.
- Experience of management of risk for children, workforce, organisation and upon a place-based approach.
- Leadership and Management of multi-agency teams, supervision and matrix arrangements.
- Experience of commissioning specific and complex services, working alongside commissioning colleagues and public health.
- Analysis and addressing Quality Assurance & Performance.
- Ensuring Policy and Procedures are understood and implemented consistently, both locally and nationally.

- Experience of addressing Children & Families Workforce, Learning & Development Strategy, on a multi-agency basis.
- Experience of implementing Restorative Practice and cultural change.

## Our Competencies

Our competencies and behavioural indicators (defined within each core competency) describe the behaviours, actions and activities which we believe are associated with effective performance and job success. These will be considered, along with the behaviours and values, in our application and assessment process.

Generic Competency	Indicators
<p><b>Driving organisational performance through change</b></p>	<p>Ensures everyone clearly understands and owns their roles, responsibilities, objectives, and priorities. Develops an inclusive culture, ensuring appropriate support and resources are in place, reviewing performance expectations and recognising success. Enables people to be the best they can be and deliver their objectives.</p> <p>Recognises the need for change, interprets it and initiates change by setting the agenda. Translates the requirement for change into clear objectives, effective plans and systems.</p> <p>Uses change management processes effectively, mobilises the team and builds support and commitment to the delivery of change through their leadership style.</p> <p>Ensures the right provider is commissioned to achieve WCC objectives through a mixed economy of internal and external suppliers. Assesses the most suitable means of delivering the commissioning intentions.</p> <p>Monitors progress on the delivery of change projects, ensuring results are aligned and delivered to meet corporate requirements. Undertakes periodic reviews outcomes and business measures to identify areas for improvement.</p> <p>Regularly reviews procedures, processes and systems and identifies ways to improve them in order to deliver organisational objectives.</p>
Generic Competency	Indicators
<p><b>Organisational &amp; People Leadership</b></p>	<p>Uses understanding of the external and internal context together with WCC's strategy and partnership arrangements to deliver service outcomes.</p>

	<p>Recognises how political changes and sensitivities impact on own and team's work.</p> <p>Monitors and reviews the changing needs of customers, anticipates the resulting changes and the impact on own and team's work. Works with key stakeholders to develop a clear and agreed view of service requirements and outcomes. Enables WCC to respond with agility to changing priorities.</p> <p>Role models WCC leadership behaviours and inspires staff and partners to engage fully with the vision and direction. Promotes and facilitates an environment of common focus and action, collaboration and personal development.</p> <p>Develops capability across the team. Encourages talent and promotes continuous learning and development for all. Ensures colleagues take responsibility for their own development. Shares own expertise through coaching and mentoring and creates an inclusive environment and values the diversity of all.</p> <p>Recognises individual contribution and success. Considers the wellbeing of individuals and offers support to colleagues. Promotes WCC Values, Behaviours and ways of working.</p>
<b>Generic Competency</b>	<b>Indicators</b>
<b>Finance and Commercial Leadership</b>	<p>Considers key financial and commercial issues in the development of the contracting model and implements these as appropriate in contract terms and conditions.</p> <p>Works with key stakeholders to develop a clear and agreed view of WCC service requirements and target outcomes. Sets and reviews operational budgets, manages costs and delivers operational and cost efficiency.</p> <p>Uses financial and management information to forecast budgets and applies knowledge of commissioning and managing partnerships to deliver services.</p> <p>Negotiates contracts in a commercially astute manner and ensures that value for money is achieved.</p> <p>Analyses how money has been spent and value delivered. Measures performance, challenges inefficiencies and proposes change and makes improvements happen.</p>

	Assesses the level of resource and the required approach to manage contracts.
<b>Generic Competency</b>	<b>Indicators</b>
<b>Strategic thinking &amp; planning</b>	<p>Reviews external developments together with the organisation's strategic plans to identify trends, opportunities, risks and benefits which affect the work of their team.</p> <p>Remains up to date and takes into account political, economic, environmental, technological, operational and social developments that have an impact.</p> <p>Develops insight into the issues facing WCC and uses these to contribute to the functional agenda and purpose in delivering services to meet stakeholder requirements.</p> <p>Develops and uses insights to create prioritised plans to enable the achievement of the organisation's commissioning and delivery goals.</p> <p>Anticipates and responds to organisational issues and challenges by balancing a range of operational interventions and solutions.</p> <p>Ensures all their activities are focussed, co-ordinated and prioritised on delivering greatest value for the organisation.</p>
<b>Generic Competency</b>	<b>Indicators</b>
<b>Performance &amp; standards</b>	<p>Sets the delivery framework and ensures contractual, service, quality and performance measures are met.</p> <p>Measures performance, challenges inefficient processes and practices, and initiates improvement.</p> <p>Develops and reviews policies, procedures and processes, identifying and implementing improvements to achieve the service objectives.</p> <p>Develops effective approaches to programme development and implementation, taking into account conflicting demands and anticipates problems and opportunities.</p> <p>Evaluates results and assesses the effectiveness of processes and systems with a view to identifying learning and improvements.</p> <p>Expects and supports high standards of performance through clear purpose and accountability and challenges poor performance.</p>

Generic Competency	Indicators
<p><b>Relationship management</b></p>	<p>Takes steps to understand and consider the diverse opinions of stakeholders ahead of providing advice or decision making.</p> <p>Develops deep insight into own style and impact and is adept at reading and influencing a variety of people.</p> <p>Builds shared ownership and increased commitment by giving responsibility and recognition to colleagues and team members.</p> <p>Builds and maintains effective relationships with key stakeholder groups.</p> <p>Builds strong relationships based on credibility and trust with the internal or external customer and the wider organisation.</p> <p>Engages and empowers others to work collaboratively across all functional boundaries and with stakeholders.</p>
Generic Competency	Indicators
<p><b>Personal Management</b></p>	<p>Displays leadership behaviours and remains calm and objective in all situations.</p> <p>Demonstrates flexibility and adaptability in light of new information. Accepts feedback and responds in a thoughtful and considered way.</p> <p>Delivers personally and through others across projects by setting clear goals and targets, monitoring progress and holding people to account.</p> <p>Pursues and adopts a continuous learning and professional development approach, showing interest in new ideas and opportunities to build on success.</p> <p>Builds positive and collaborative relationships based on trust and support.</p>

## Our Values and Behaviours

We want to support our workforce to be best they can be. Our Behaviours and values provide a framework for our culture and give reflect the standards we expect from all our people. We are committed to creating a working environment of equality, respect and inclusion where everyone can thrive and contribute to our community. Working with us gives you the opportunity to make a real difference to the lives of the people of Warwickshire.

You must be able to demonstrate you role model the Warwickshire values and six behaviours.

## Our Values and Behaviours – The Warwickshire DNA



High performing



Collaborative



Customer focused



Accountable



Trustworthy



do what  
we say



move with  
purpose  
and energy



focus on  
solutions



help people  
and  
communities  
to find their  
own solutions



build strong  
working  
relationships



be the  
best we  
can be