

Service	Orkney Health and Care
Job Title	Head of Children, Families and Justice Services and Chief Social Work Officer
Work Location	Council Offices, School Place, Kirkwall, Orkney
Reporting To	Chief Officer, Integration Joint Board
Salary	CO29 £82,877* (incorporating the defined statutory roles of Chief Social Work Officer) (* inclusive of Distant Islands Allowance)
Competency Band	D

Job Overview

Heads of Service are a pivotal part of the extended Corporate Leadership Team, sharing leadership responsibilities and accountability for the success of the Council. Heads of Service provide a critical link between operational and service delivery requirements of the council and the formulation and implementation of service and organisational strategy at Corporate Leadership Team level.

Heads of Service will engender a culture of openness and trust where people behave in line with the organisation's values and recognise people for their efforts and performance, promoting a culture that supports and recognises innovation and actively encourages people to challenge the way things work.

Heads of Service will be accountable to a Corporate Director(s) and act as strategic lead for the development and delivery of key services and core service outcomes as well as strategic initiatives, ensuring that all service activities are effectively integrated and focussed towards agreed council service and business objectives.

Heads of Service will lead the strategic agenda in defined professional areas and in doing so will require a current and comprehensive understanding of that sphere of activity and context, providing expert advice and support to services across the Council.

Heads of Service will develop strong relationships with the Corporate Leadership Team and wider chief officer group to develop and implement progressive and integrated change and transformation programmes across Council services.

Heads of Service will develop and take forward strategies to enable cultural, behavioural, and organisational change strongly aligned to the Council's values, encourage new ways of thinking and working across the Council and its partner organisations to deliver better outcomes for Orkney, its communities, customers and service users.

Heads of Service should therefore demonstrate a wide and comprehensive vision of the partnership working arrangements. Allied to this will be the need for the Head of Service to seek opportunities to integrate digital solutions to meet existing and future service needs.

Heads of Service will challenge existing practices and lead initiatives for new and more efficient use of resources by providing effective leadership and management that will contribute to the continuous improvement of the Council.

Heads of Service will provide high quality, responsive, professional support to the CLT and wider chief officers to support the implementation of corporate priorities and statutory responsibilities, ensuring the team works collaboratively with other parts of the organisation to deliver strategic outcomes; effective partnering arrangements and an effective response to operational demands.

Duties and Responsibilities

Core Head of Service responsibilities

As a member of the Extended Corporate Leadership Team (Orkney Islands Council) and Extended Management Team (NHS Orkney), take responsibility to ensure the most effective delivery of services, consistent with the priorities and vision for the Council/NHS and be the principal adviser on his/her areas of responsibility.

Provide high quality. Effective strategic management and Corporate Leadership.

Promote change and innovation in accordance with the Council/NHS vision and direction.

Place customer needs at the centre of all decision making.

Demonstrate resilience and integrity and lead through challenging circumstances.

Take initiative and accept responsibility to ensure that effective outcomes are achieved.

Develop new ways of working to support continuous improvement.

Maintain and promote the core values and goals of the Council/NHS/Service objectives and ensure they are communicated effectively to employees.

Actively support and implement Council/NHS objectives/Service objectives and be accountable for their delivery in accordance with Best Value.

Ensure compliance with all requirements in terms of internal and external audit, inspection and accreditation as relevant to your areas of responsibility.

Develop service plans and policies and continually review performance, striving to improve the quality and efficiency of the service.

Work co-operatively with others (including external organisations where appropriate) to meet Council/NHS objectives.

Actively promote and deliver equality of opportunity to employees and service users.

Proactively manage the health and safety of employees within the post's functional area and ensure that all key elements of effective health and safety management are in place (e.g. risk assessments).

Value others by delegating responsibility and demonstrating trust within agreed boundaries.

Create a culture where innovation and managed risk taking are encouraged.

Create and sustain a culture of performance.

Ensure the Council fulfils its duties in Corporate Parenting.

Use resources appropriately to achieve Best Value results for the organisation and the wider community, keeping an appropriate balance between cost, quality and price.

Ensure compliance with, and best practice in relation to, legislation, regulation, government and Council policies to secure organisational performance improvement and increased customer satisfaction.

As required, act as Lead Professional Adviser to the Council and provide relevant professional, specialist and/or technical advice and guidance to SMT/Council.

Undertake any other reasonable duties as the Council, Chief Executive or Chief Officer may direct.

Role Specific Responsibilities

To provide strategic leadership, direction and overall coordination to children's social work teams, children and families health teams, and justice services within an environment of significant change and ongoing service improvement. To have overall responsibility for improving performance in service quality and delivery, financial and workforce terms and ensuring effective delivery of operational day to day services.

To contribute to the strategic direction of the service areas outlined within this portfolio and provide advice and support to the IJB, Orkney Islands Council, NHS Orkney and the wider Community Planning Partnership.

To fulfil the full range of functions and duties of the Chief Social Work Officer.

Specific Responsibility Includes:

- Statutory duties and responsibilities as Chief Social Work Officer;
- Justice services;
- Children and families social work services;
- Children's community health services;
- Fostering, adoption and kinship care;
- Residential childcare services;
- Outreach and family support services;
- Throughcare and aftercare services for young people

In addition, the post holder will positively contribute to a corporate and integrated approach to the development and implementation of the IJB's Strategic Plan and policies and strategic initiatives to ensure a consistent approach.

In addition, as the Council's Chief Social Work Officer, you will be responsible for the provision of sound and effective social work advice to the Chief Executive, the Chief Officer, the Public Protection Committee, NHS Board, Council and Integration Joint Board. You will also be responsible for the preparation of the Annual Chief Social Work Officer's report and the presentation of this to the relevant Boards and Committees.

The CSWO will assist the local authority and its partners in understanding the complexities and cross-cutting nature of social work service delivery – including in relation to particular issues such as corporate parenting, child protection, adult protection and the management of high risk offenders - and also the key role social work plays in contributing to the achievement of a wide range of national and local outcomes. The CSWO also has a contribution to make in supporting overall performance improvement and management of corporate risk.

General Duties and Responsibilities

Working Environment

The post holder will predominately be office based but will be required to travel to other locations.

Communication

You are required to engage with a wide range of people including, members of the public, service users, external agencies, elected members, senior management, Scottish Government, CoSLA and other statutory bodies.

Responsibility for Employees

You are responsible for effective direction and management of all employees within your area of operational responsibility, including:

Ensure that employees are consulted, engaged and kept well informed about Council/NHS/Service objectives and priorities and matters that impact on their employment and the service they provide.

Ensure that employees are enabled to contribute their ideas and views in the pursuit of Council and NHS objectives.

Ensure the application of a fair recruitment process to deliver high quality skilled employees with appropriate competencies for the post.

Ensure the provision of regular review of individual performance of direct reports, ensuring the provision of constructive feedback and advise and ensure that their development needs are met to help them achieve their full potential.

Responsible for the management, direction, co-ordination, development and effective deployment of employees or others, including determining service/functional priorities and targets and reviewing activities and working methods.

Responsible for managing and ensuring the effective implementation of HR policy, procedures and practice across both Orkney Island Council and NHS Orkney.

Actively promote and deliver equality of opportunity to employees.

Actively contribute to a flexible, agile and learning organisation.

Financial Resources

Ensure that Orkney Island Council and NHS Orkney's Financial Standing Orders and Financial Regulations are adhered to and to have overall responsibility for the budgets within the remit of this post.

You will hold budget responsibility and are accountable for ensuring the effective management of the service budgets within the scope of the role and must balance this budget at year end.

Participate in the budget setting process for the Service and to monitor the agreed budget ensuring that value for money is achieved and that spending is allocated in accordance with agreed priorities.

Ensure budgets are not overspent and any expenditure is justifiable and makes due recognition of the Council and NHS needs and the public pound.

Use resources appropriately to achieve Best Value results for the organisation and the wider community, keeping an appropriate balance between cost, quality and price.

Information Systems

The post holder will be required to use a range of computer packages, including Microsoft Office, e-mail and similar related software and will be responsible for consideration of current and future information systems requirements, within the context of the services they are responsible for.

Corporate Responsibilities

As an employee of Orkney Islands Council, responsible for leading colleagues who are employed by both Orkney Islands Council and NHS Orkney, you are required to:

Observe policies regarding the data protection and confidentiality of information.

Observe Health and Safety and Risk Management policies

Be aware and adhere to policy on Equal opportunities and Diversity.

Undertake any training as necessary to carry out the duties of the post.

Participate in the Employee Review and Development Scheme as appropriate.

Undertake any other work as required up to and commensurate with the grade for the post.

The post holder may be called upon to support the response required to an emergency in line with the Civil Contingencies Act 2004.

In addition, given the integrated nature of this role, you are required to:

Criminal Records Checks - please select the relevant option(s)

- This post does not require a check on criminal conviction history
- Under the Rehabilitation of Offenders Act 1974 (Exclusions and Exceptions) (Scotland) Amendment Order 2015 you are required to disclose all criminal convictions from the 'offences which must always be disclosed' list and non-spent convictions from the 'offences which are to be disclosed subject to rules' list.
- This post requires a satisfactory Basic Police Act Disclosure check.
- This post requires a satisfactory Standard Police Act Disclosure check.
- This post requires a satisfactory Enhanced Police Act Disclosure check.
- This post requires PVG Scheme membership in respect of regulated work with Children.
- This post requires PVG Scheme membership in respect of regulated work with Adults.

Significant/Regular demands associated with the Role

Task	Relevant ✓	Task	Relevant ✓
Driving (Car/Van)		Exposure to Excessive noise	
Driving (HGV/PCV)		Use of vibrating tools	
Display screen use	✓	Contact with skin irritants	

Food handling		Contact with lung irritants	
Lone working		Work involving strenuous effort	
Shift working		Working at height	
Night working		Working in static and/or awkward positions	
Working with people requiring physical assistance		Working in confined spaces	
Working with people with challenging behaviour		Sea going post	
Working with vulnerable adults	✓	Wearing breathing apparatus	
Working with children	✓	Working near traffic	
Administration of prescribed medication		Other (please specify)	

Politically Restricted Post

Yes No

This post is classed as a politically restricted post under the provisions of the Local Government and Housing Act 1989.

Contractually Required Professional Registration

Holding, maintaining and evidencing as requested registration with the identified professional body/organisation is a contractual requirement of working in this post. The specific level of registration required to be held is specified in the Person Specification under Qualification/Attainments.

- General Teaching Council for Scotland (GTCS)
- Scottish Social Services Council* (SSSC) as a Social Worker
- The Law Society of Scotland
- The Chartered Institute of Personnel and Development (CIPD)
- Other, please specify: ACCA, CIPFA or other CCAB body.

Unsocial and Other working arrangements relevant to this post

The working pattern for this post requires that contractually you are required:

- To participate in the senior management emergency duty rota.
- To work additional hours depending on the exigencies of the services.

Agreement of Job Description

Manager		HR	
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Employee Acceptance of Job Description

Signature: _____ Date: _____

PERSON SPECIFICATION

Service	Orkney Health and Care	
Job Title	Head of Children, Families and Justice Services and Chief Social Work Officer	
Factor	Essential	Desirable/Beneficial
<u>Experience</u>	<ul style="list-style-type: none"> • At least 7 years strategic management experience in a large complex organisation • Experience of leading and delivering transformational change • Ability to demonstrate a track record of achievement at a suitably senior level. • Experience of working at a senior management level in a complex political environment • Experience of building effective partnership working with trades unions, internal and external parties • Senior level experience of Inspection and Audit processes 	<ul style="list-style-type: none"> • Programme/Project Management • Experience of communicating constructively with the media • Experience of working in a multi-disciplinary environment • Experience of working in a senior public service management position
<u>Knowledge</u>	<ul style="list-style-type: none"> • Qualified Social Worker and registered with the SSSC. • Sound understanding of all key policy developments across health and social care. • Senior management development and training • Demonstrable commitment to ongoing CPD. 	<ul style="list-style-type: none"> • Recognised Management qualification
<u>Other Requirements</u>	<ul style="list-style-type: none"> • Ability to travel efficiently and effectively between various work locations both within and outwith Orkney. 	

Core Competencies	
Being Customer/ Client Focused	<p>Delivers high quality services to both internal and external customers/clients. Proactively identifies customer's/client's future requirements and constantly strives to enhance service delivery.</p> <ul style="list-style-type: none"> • Identifies and takes action to support customer's/clients long term needs • Is attuned to the changing nature of customer/clients needs and adjusts direction and service provision accordingly • Anticipates and creates opportunities to build beneficial business partnerships to improve service • Identifies, negotiates and delivers shared service provision • Is respected as a trusted advisor within the organisation
Working Effectively with others	<p>Builds consensus, support and commitment within the team around key organisational objectives. Treats other respectfully and encourages diversity.</p> <ul style="list-style-type: none"> • Consistently works to improve or maintain morale in the organisation • Encourages and supports joint projects or sharing of resources when appropriate • Creates opportunities for partnership working with external agencies • Promotes the positive aspects of diversity and challenges discrimination, prejudice and bias • Fosters and encourages team spirit across departmental boundaries
Managing Change	<p>Initiates and drives the pace of change and supports others in working through change</p> <ul style="list-style-type: none"> • Adapts organisational goals, projects and strategies to reflect changes • Anticipates change and recommends fundamental or long term organisational changes to address key issues • Introduces fresh thinking from other organisations to shape the future of the Council • Drives the pace of change to ensure successful implementation • Monitors the effect of major change programmes and reviews them for effectiveness • Encourages an open atmosphere where creativity and experimenting with new ideas is the norm
Taking Ownership and Responsibility	<p>Takes responsibility for own behaviour. Seeks feedback and takes positive action in response. Takes responsibility for supporting corporate values</p> <ul style="list-style-type: none"> • Creates a sense of common purpose across the organisation • Publicly supports corporate decisions and encourages others to do same • Focuses own actions and priorities on the needs of the business • Encourages and rewards proactive behaviours in others

	<ul style="list-style-type: none"> • Regularly reflects on own experiences and uses this to change own behaviour and inform future action
Communicating Effectively	<ul style="list-style-type: none"> • Confidently communicates complex ideas to large audiences • Can use a range of techniques to defuse conflict and emotion • Creates an environment where open and challenging communication is encouraged • Resiliently persuades others in order to gain acceptance and commitment to council strategies and proposals • Leads complex negotiations with a variety of stakeholders
Planning and Decision Making	<p>Translates strategy into specific plans to deliver outstanding results. Makes sound decisions based on evaluations of options and their risks.</p> <ul style="list-style-type: none"> • Creates and manages a strategic plan that crosses departmental boundaries • Analyses and simplifies complex problems, even when information is incomplete, missing or ambiguous • Considers long-term strategic consequences of options and solutions • Makes major decisions even when there is confusion and uncertainty • Manages multiple projects to ensure resources are effectively deployed and priorities met
Leading others	<p>Defines and communicates organisational goals and motivates others to achieve them. Leads by example, inspires confidence and generates respect. Adapts leadership style to suit different situations</p> <ul style="list-style-type: none"> • Paints a compelling vision of the future and gets others' enthusiastic involvement and support • Provides evidence that high level strategy is based on sound business principles & best practice • Champions values of the council and inspires others to do the same • Role models acceptable behaviours and values of the council
Managing Performance & Developing Others	<p>Builds and sustains a high performance team and actively encourages development of others.</p> <ul style="list-style-type: none"> • Sets challenging and stretching organisational objectives to drive the organisation forward • Mentors managers out with own department to enable them to maximise their potential • Champions a culture of high performance and development within the organisation • Gets commitment to the vision from key stakeholders • Readily releases individuals to other roles within the Council where they can maximise their potential • Ensures resources are available for all staff to learn and develop. • Identifies and develops potential successors
Political Sensitivity	<p>Understands and considers the wider organisational and political implications before taking action.</p>

	<ul style="list-style-type: none"> • Proactively develops effective working relationships with elected members • Understands what elected members want to achieve and supports them to find appropriate solutions • Considers how elected members will react to decisions made and take appropriate steps to minimize resistance and build support • Demonstrates an understanding the political and community implications impacting on service delivery • Uses political astuteness to influence people at all levels of the organisation and external stakeholders
Financial Acumen	<p>Maintains and applies a sound understanding of financial management principals to ensure decisions are fiscally sound and responsible</p> <ul style="list-style-type: none"> • Demonstrates a sound understanding of financial management principles to direct organisational priorities • Understands the requirement to set service priorities by aligning service finances with OIC strategic core values • Demonstrates a willingness to engage with innovative approaches to income generation and efficiencies • Uses cost-benefit thinking to set priorities • Demonstrates an understanding of the need to monitor the overall performance of the service budget and adjust the allocation of finances based on progress against goals • Fosters an environment that encourages fiscal responsibility