



Job Profile comprising Job Description and Person Specification

Job Description

Job Title: Head of Policy, Project and Improvement - Children's Services	Grade: MG3
Section: Policy and Improvement Team	Directorate: Children's Services
Responsible to following manager: Director of Business and Resources – Children's Services	Overall Responsible for following staff: <ul style="list-style-type: none"> • 2 x Policy Improvement Leads • 3 x Senior Policy and Improvement Officers • 2 x Policy and Improvement Officers • 1 x HAF Co-ordinating Officer • 1 x Project graduate Officer • 1 x Business Operations Manager • 7x FTE Personal Assistants and Executive Support
Post Number/s:	Last Review Date:

Working for the Richmond & Wandsworth Better Service Partnership

This role is employed under the Richmond & Wandsworth Better Service Partnership. The overall purpose of Richmond & Wandsworth is to provide the highest quality of service at the lowest attainable cost.

Staff are expected to deliver high quality and responsive services wherever they are based, as well as having the ability to adapt to sometimes differing processes and expectations.

There is an expectation that all management in Children's Services Business and Resources are visible, and this is especially true of Assistant Director roles. This is not a home based role and it is expected that the employee averages over 2.5 days per week in the office or community.



Richmond & Wandsworth Better Service Partnership aims to be at the forefront of innovation in local government and the organisation will invest in the development of its staff and ensure the opportunities for progression that only a large organisation can provide.

Job Purpose

- To manage and lead a high performing team of policy, project and improvement and executive support officers that support the development, delivery, and implementation of directorate strategies, directorate priorities, service transformation programmes and political manifesto commitments by ensuring that the highest quality information gathering, data understanding, report writing, project management and senior leadership support expertise are available to the directorate.
- The role must ensure that the directorate's strategic and statutory responsibilities are met while driving innovations and embracing technologies to ensure that Wandsworth Children's Services is at the forefront of leading practices nationally.
- The post holder must lead and develop a team that works directly with executive directors, directors, other senior management, and service management teams to draw on data, management knowledge, management requirements and other information sources to create strategic and operational reports and recommendation that allow management to develop their vision and strategies for the services into the future.
- To ensure that children and families are at the heart of any improvement and transformation work and that they are considered first and foremost while engaging with all relevant partners, stakeholders and communities.
- To ensure that any strategies or transformation projects undertaken are implemented to an agreed project delivery timelines/deadlines. That timescales are clearly tracked within a project plan with risks, mitigation, and any cost implications made clear.
- To continuously monitor and stay abreast of any national, regional, and local policy developments so that any agreed or proposed changes are understood and communicated to Children's Services senior management, service managers and elected members to inform decision making and service planning and development.
- To maintain oversight of external inspection frameworks. To lead on planning for inspections and to effectively manage the inspection process, it is essential that resourcing requirements for inspections are well planned, communicated, and co-ordinated so that inspections run at a very high standard.
- To oversee information governance arrangements and governance forward planning for the department.



- To develop and sustain strong and productive relationships with key partnerships and stakeholders across the Richmond and Wandsworth Better Service Partnership to inspire confidence and provide assurance in service delivery and impact.
- To use all available data sources and to work with the commissioning team to assess the sufficiency of high needs and social care placements against demand and demographic changes while trying to achieve great outcomes for young people and ensure excellent value for money.
- To develop sufficiency strategies with clear recommendations that help inform the directorate's sufficiency planning and decision making.
- To manage and ensure that the Personal and Executive Assistant functions operate at a very high standard and enable senior management to function with the pace and effectiveness required to deliver outstanding services for our children and families.
- To ensure that a high level of support is provided to heads of services, assistant directors, directors, and executive directors to effectively manage calendars, schedules, scheduling meetings, co-ordinating travel arrangements and preparing reports and presentation and conducting research on behalf of senior leadership.
- To ensure the team manage the communications of key company executives, including prioritising emails and phone calls, gathering documents to prepare for meetings and coordinating travel arrangements.

Specific Duties and Responsibilities

1. To be at the heart of all policy and improvement work in Children's Services by developing relationships with all senior management, key stakeholders and partners and wider community organisations.
2. To lead, co-ordinate, develop and deliver transformation projects within Children's Services and, where strategically required, across the council.
3. Responsible working with services to develop the annual service plans and monitoring that objectives are met.
4. To ensure that all stakeholders are engaged and have a chance to input into any strategy, transformation or improvement proposals.
5. To ensure that the team have the ability to with discretion, confidentiality and professionalism due to the close working relationship with senior leadership.



6. The team will be expected to help organise special events or special project include organising logistics and other operational activities.
7. To ensure that young people's opinions form part of our information gathering processes and inform our proposals when undertaking any strategy, transformation, or improvement work.
8. To create high quality reporting for managers that draws on all available information, data, service user input, professional expertise and manager insight.
9. To oversee the development and implementation of the Children's Plan and other key strategies as required. To include ensuring the agenda of key strategic partnerships or other governance arrangements contribute to the delivery of outcomes for which they are accountable for.
10. To deploy resources to maintain and update the Department's understanding of the national, local and organisational context in which Children's Services operate, to facilitate decision making, service transformation and commissioning.
11. To coordinate the councils' responses to national agendas, initiatives and consultations relating to Children's Services.
12. To manage and advise upon political processes, ensuring quality, clarity and consistency in the Department's interactions with elected members and senior officers.
13. To identify and organise appropriate resources to effectively bid for and secure external funding as it becomes available to support the Department's outcomes and lever in additional resource.
14. To scope the demands and maintain oversight of external inspection frameworks, ensuring that appropriate preparations are made in advance and that service improvement activity arising from completed inspections is identified and implemented.
15. Working with the Head of Performance and Improvement to ensure there are effective information governance arrangements for the department.
16. Ensure appropriate resources are in place to coordinate and support external inspections when announced. Act as a key point of contact during inspections to ensure that demands are responded to and progress and issues are effectively communicated to stakeholders.
17. To ensure resources are available to provide advice and expertise on consultation, engagement and co-design.
18. To ensure issues of diversity and equality inform service development and changes,



including strategic advice and guidance on meeting statutory responsibilities.

19. To manage Service Development, Policy and Projects Officer within the Performance and Improvement division, including the recruitment, appraisal, performance management and development of these staff.
20. Ensure that the Personal and Executive Assistants have all the training and available tools to effectively carry out their role.
21. The team are responsible for maintaining files and records and handling information requests, coordinating office logistics and liaise with other office staff members.
22. The team, including policy and improvement leads, personal and executive assistants, are required to provide project management and project budget monitoring support.
23. The team will play a key role in facilitating communication between assistant directors, directors, executive directors and internal and external stakeholders. They will be responsible for drafting correspondence including answering calls and emails and representing senior leadership in various interactions.
24. The team will frequently be participating in senior leadership meetings, taking meeting minutes and follow up and actions items to help ensure that tasks are completed in a timely manner.
25. Ensure that policy and improvement leads, personal and executive assistants embrace all available council provided technology to enhance productivity, freeing up time to do undertake more value add tasks; reviewing, reporting and planning as required.
26. The team will act as gatekeepers for the senior leadership team, screening calls, visitors and managing incoming requests and prioritising the assistant directors, directors and executive directors' time.
27. The team must have excellent communication skills and high levels of professionalism especially when dealing with members, other executives and key stakeholders and partners.
28. To ensure that the Personal and Executive Assistants have the ability to work at all times with highly sensitive and confidential information adhering to GDPR and respecting confidentiality.
29. Provide high-quality, accurate and timely responses to Member queries and FOIs.



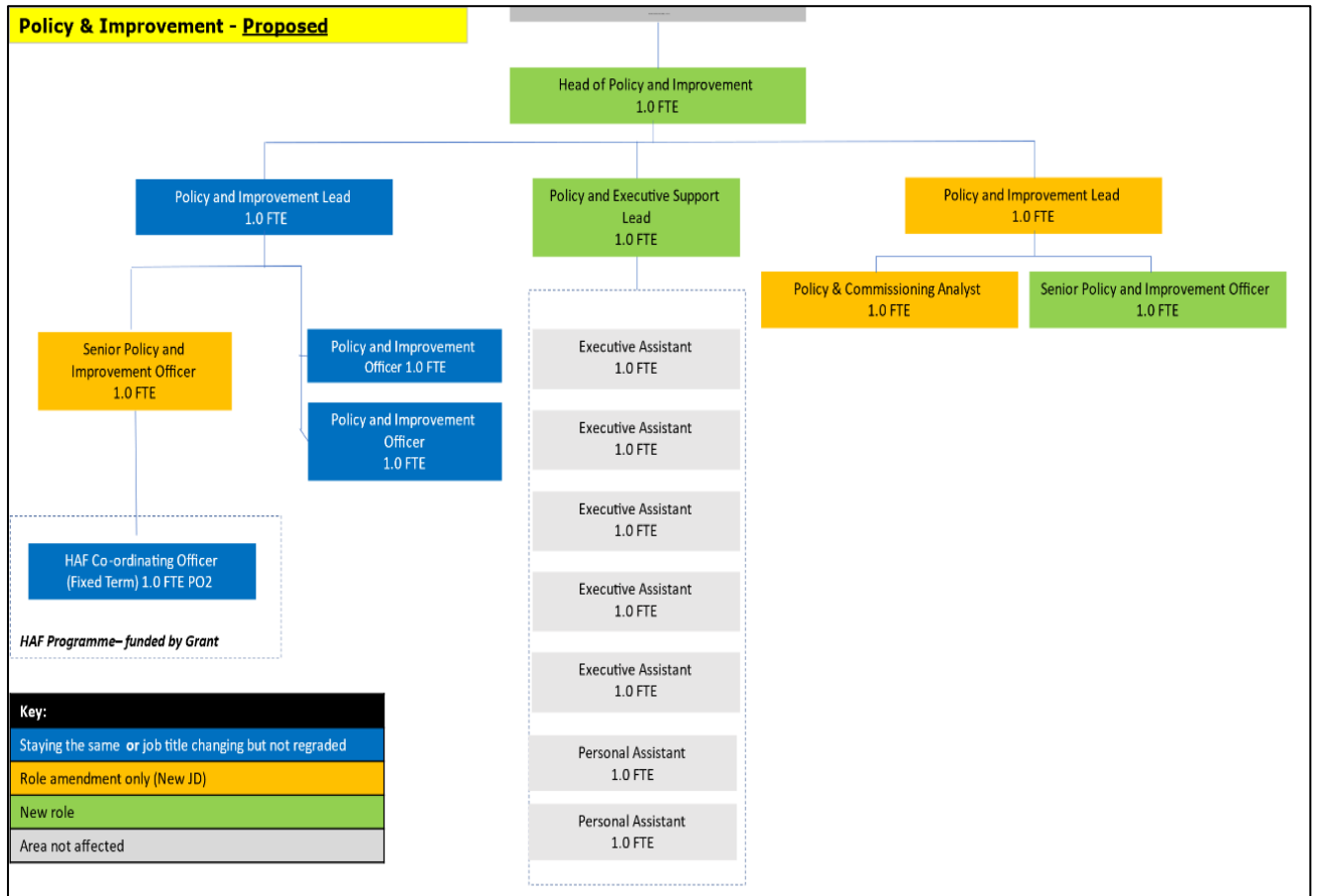
Generic Duties and Responsibilities

30. To contribute to the continuous improvement of the services of Richmond & Wandsworth Better Service Partnerships.
31. To comply with relevant Codes of Practice, including the Code of Conduct and policies concerning data protection and health and safety.
32. To adhere to security controls and requirements as mandated by Richmond & Wandsworth procedures and local risk assessments to maintain confidentiality, integrity, availability and legal compliance of information and systems
33. To promote equality, diversity, and inclusion, maintaining an awareness of the equality and diversity protocol/policy and working to create and maintain a safe, supportive and welcoming environment where all people are treated with dignity and their identity and culture are valued and respected.
34. To understand both Councils' duties and responsibilities for safeguarding children, young people and adults as they apply to the roles within the Councils.
35. The profile is not intended to be an exhaustive list of the duties the post holder will carry out. Other reasonable duties commensurate with the level of the post, including supporting emergency and priority situations, will form part of the role.

Additional Information

36. May be required to attend meetings such as committees, working groups and Partnerships outside of the normal working day.

Team Structure





Person Specification

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Our Values

THINK BIGGER

EMBRACE DIFFERENCE

CONNECT BETTER

LEAD BY EXAMPLE

PUT PEOPLE FIRST

Our Values are embedded across the Richmond and Wandsworth Better Service Partnership and throughout all roles and responsibilities at all levels of the organisation. Please [familiarise yourself with our values](#) as they are an integral part of our recruitment and selection process.

Person Specification Requirements	Essential	Desirable	Assessed by A & I/ T/ C (see below for explanation)
Knowledge			
Wide ranging knowledge and understanding of policy developments in Children's and related services, including the wider context in which local government operates.	X		A / I
Knowledge and understanding of external inspection frameworks which impact upon Children's Services with experience of managing or supporting inspections.	X		A / I
Knowledge of the wider context within which local government operates (including commissioning) and ability to develop appropriate local responses	X		A / I
Experience			
Extensive experience of management of children and families or similar statutory services	X		A / I
Significant experience in policy and service development	X		A / I
Experience of operating in a political environment, recognising and handling in an appropriate manner, confidential or sensitive information and distinguishing between political and non-political activities.	X		A / I
Experience of successfully managing own workload and that of others in an environment where deadlines and priorities frequently change and are often conflicting	X		A / I
Significant prior experience working at a senior, strategic level within a public sector body	X		A / I
Proven ability in providing efficient management of and accountability for staff, including recruitment, development and management of poor performance	X		A / I
A track record of working as part of cross-functional project teams, and ability to manage the delivery of cross-functional project teams via matrix management.	X		A / I
Evidence of using an innovative and imaginative approach and the ability to identify new options for service development	X		A / I
Experience of inter-agency and multi-disciplinary working at a senior level	X		A / I
Experience and understanding of complex governance and including leading and supporting successful strategic partnerships	X		A / I



Skills			
Ability to communicate effectively and authoritatively both orally and in writing, with councillors, officers, partner organisations and the public	X		A / I
Pursues creative and new ideas to provide solutions to complex problems	X		A / I
Is an authentic and inspiring leader, able to build inclusive and high-performing teams	X		A / I
Evidence of excellent interpersonal negotiation and influencing skills with the ability to establish positive working relationships with staff at all levels, corporate colleagues, elected members and external organisations.	X		A / I
Demonstrable resilience and flexibility of approach and is able to manage uncertainty and ambiguity for themselves and others	X		A / I
Proven ability to provide active challenge to assumptions and processes to ensure they are fit for purpose	X		A / I
Proven strong ability to absorb, interpret and adapt different sources of information to develop credible proposals and solutions	X		A / I
Ability to accurately analyse numeric, financial, textual and performance data and present your findings in a clear and coherent way to a variety of audiences.	X		A / I
Ability to work at pace, juggle priorities, and assimilate new information quickly, and ability to make sound decision and judgements under pressure.	X		A / I
Experience of managing a complex workload, achieving targets and responding flexibly to changing needs and priorities, with limited supervision	X		A / I
Qualifications			
Educated to degree level in a related subject area or equivalent through work experience		X	A / I
Evidence of continuing professional and / or technical development		X	A / I

A – Application form

I – Interview

T – Test

C – Certificate