
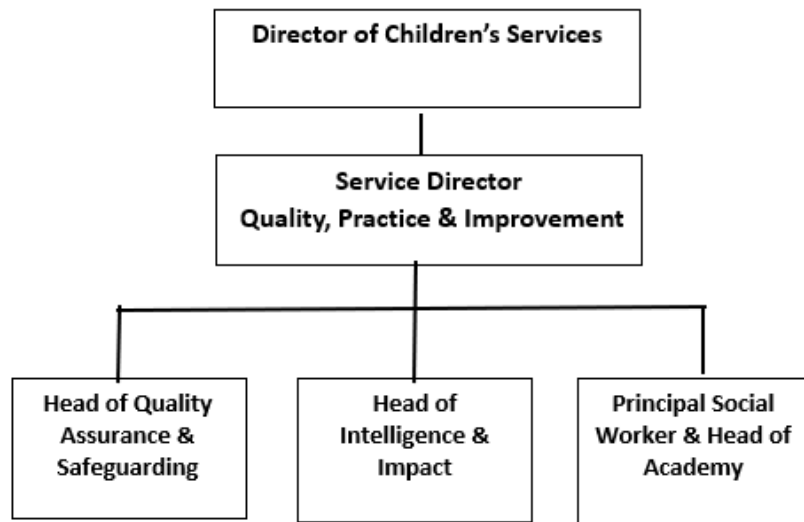


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|  WOKINGHAM BOROUGH COUNCIL | Job Description | | Job Reference |
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| Job Title | Service Director – Practice Improvement and Quality | | |
| Service | Children’s Services | | Practice Improvement & Quality |
| Location | Shute End (with opportunity for PT Hybrid working) | | |
| Reports to | Executive Director – Children’s Services | | |
| Responsible for | Quality Assurance and Safeguarding Standards Intelligence and Impact Social work Academy | | |
| Grade | Type of position: | | Date |
| Service Director | Permanent, Full time | | January 2025 |
| <p>This job description has been designed to indicate the general nature and level of work required of the post to indicate the level of responsibility. It is not a comprehensive or exhaustive list and the line manager may vary duties from time to time which do not change the general character of the job or the level of responsibility entailed.</p> | | | |
| <u>Service Purpose</u> | | | |
| <p>Delivering continuous practice improvement and innovation across Children’s Social Care, Education, SEND and the Partnership regarding relational practice, workforce development and quality assurance & improvement.</p> | | | |
| <u>Purpose of the role</u> | | | |
| <p>As a member of our Department Leadership Team (DLT) this role takes a collective and shared responsibility for the effective leadership and corporate management of the Council’s services and delivery of improved outcomes that achieve value for money. Acting as a professional lead for developing our relational model (based upon systemic principles and rooted in a restorative, strengths based approach to working with children and their families) to embed the approach across Children’s Services. Working with internal and external partners to provide compassionate and inspiring leadership that is capable of developing strong and effective relationships with partners and key stakeholders to drive improved outcomes for children, families and carers.</p> <p>The role is required to oversee the core functions and performance of these teams against internal and external KPIs and objectives. Identifying and implementing continuous improvement will be a key part of the role, together with enhanced collaboration with developers, agents, key stakeholders and other council teams.</p> | | | |
| <u>Main Accountabilities</u> | | | |
| 1. | Lead and be responsible for the Academy – leading workforce development & strategy in Children’s Social Care & SEND to develop a Centre for Professional Excellence | | |
| 2. | Lead the Social Work Teaching Partnership. | | |
| 3. | Lead on the development of a systemic and relational practice framework. | | |
| 4. | Lead alongside other service Directors on Ofsted inspection preparedness. | | |
| 5. | Ensure that quality standards are embedded and procedures maintained and kept under review as required. | | |

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| 6. | Work with academic partners to ensure a rich and vibrant practice environment that allows good social work and SEND casework to flourish. |
| 7. | Establish and maintain a community of practice, acting as a practice leader with all levels of the organisation. |
| 8. | Link and lead within the Safeguarding Partnership. |
| 9. | Representing the council at key regional and national events. |
| 10. | Establish and monitor best practice developments & standards, holding to account and working with other Service Directors across Children's Services to improve standards and outcomes for children. |
| 11. | Lead on ways to improve the residents experience, making sure the residents are at the centre of service delivery and working across the Council to ensure inclusive access to Council services. |
| 12. | Responsible for the delivery of their services approved budgets and that they are aligned to the councils overall Medium-Term Financial Plan. Leading on required mitigations and option development where there are financial pressures and ensuring services provide value for money. |
| 13. | <p>Must act as a champion for the use of digital, data and technology through both the identification and development of business cases and maximise the use of existing tools</p> <p>Role model the use of digital, data and technology ensuring that tools are procured and used in line with the Council policies and constitution.</p> |
| 14. | Emergency Planning - serve as the Silver Duty Officer, on an out of hours rota, coordinating the council's tactical response in an emergency. |
| 15. | Demonstrate a strong commitment to an inclusive and diverse environment by actively promoting Equality, Diversity and Inclusion. |
| Supervision Received | <p>Executive Director, Children's Services</p> <p>Detailed supervision, in line with regulatory requirements will be provided.</p> |
| Supervision Given | The post holder will provide monthly supervision to direct reports covering both personal development and service-related issues. |
| Contacts & Working Relationships | Internal and external customers, residents, partners and other stakeholders |
| Management of resources or budget | <p>Staffing budgets of £1.2m</p> <p>Training budgets of £100k+</p> <p>Various grants to support service delivery.</p> |
| Special Factors | <p>Ability to travel to a variety of locations across the Country as necessary.</p> <p>Driving license is required.</p> <p>Availability to attend evening events</p> <p>DBS – enhanced check.</p> |

Organisation Chart



Service Director Shared Responsibilities

As a Service Director at Wokingham Borough Council, it is expected that you will A.C.T. on our core Values of **Ambitious, Care, Together**. Our organisational Values are our cultural cornerstones that form the bedrock of our operational ethos. A Leader of people, you will lead your team through our People Strategy to deliver on our core purpose for our communities.

Our Service Directors are expected to deliver on several Shared Responsibilities as leaders of our organisation, ensuring that we demonstrate the behaviours and competencies required at a consistent level to lead our strategic priorities. The Shared Responsibilities will be monitored throughout the year with your line manager and an annual assessment will be undertaken, alongside your annual performance appraisal. A full definition can be found in the Service Director Toolkit.

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| People Leader | Leading, motivating and inspiring teams to deliver our corporate priorities in a collaborative culture |
| | Essential Skills: interpersonal skills and communication, coaching, listening, collaboration, resource planning, resilience, time management, delegation. |
| Systems Leader | Working with partners and across organisational boundaries to influence and empower |
| | Essential Skills: relationship management, negotiating, influencing, inclusive communication skills, stakeholder management, emotional intelligence, networking. |
| Political Acumen | Navigating the political environment of the local authority with impartiality and building working relationships with political members. |
| | Essential Skills: Judgment, Consistency, Reframing, Relationship management, Managing expectations, Foresight and implications |
| Change Leader | Embracing continuous improvement and taking our teams on a journey of culture and behavioural changes |
| | Essential Skills: partnership working, communicating a vision, listening, project management, time management, systems thinking |
| Digital Acumen | Being equipped with the knowledge, skills and attitudes to support the digital journey of the organisation |
| | Essential Skills: horizon scanning, communication, systems thinking |
| Organisational Leader | Breaking out of silos to work strategically and collaboratively with each other across the organisation |
| | Essential Skills: resilience, flexibility, analysis/judgement, communication, forward planning, selling a vision, partnership working, assertive/ constructive challenge |
| Financial Acumen | Integrating commercialisation with public sector ethics to deliver the best outcomes for residents |
| | Essential Skills: Communication, Resilience, Change Management, Risk Management, Budget Management |

| Person Specification√ | | |
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| Qualifications | Essential | Desirable |
| <ul style="list-style-type: none"> • Qualified Social Worker • Registered with Social Work England • Degree level qualification • Recognised management/ leadership qualification • Evidence of continued professional development • Experience of CSC, SEND, HMIP & CQC Inspection Frameworks. • Qualified Systemic Practitioner/ Family Therapist | <ul style="list-style-type: none"> √ √ √ √ √ | <ul style="list-style-type: none"> √ √ |
| Technical Skills. | Essential | Desirable |
| <ul style="list-style-type: none"> • Ability to drive and support service improvement across Early Help, Children's Social Care, Youth Justice and SEND. • Possess experience and aptitude in the use of performance data • Able to interpret and analyse data for service improvement • The ability to analyse services in terms of their unit costs, value for money and market context. • The ability to develop and maintain effective partnership arrangements with both internal and external partners & stakeholders to the organization • Have an ability to identify opportunities through multi-agency working that delivers improved outcomes for children and families • Excellent verbal and written communication skills with the ability to be sensitive to individuals and groups, and adeptness at handling the media professionally when representing the Council | <ul style="list-style-type: none"> √ √ √ √ √ √ √ | |
| Knowledge | Essential | Desirable |
| <ul style="list-style-type: none"> • Background working within the Children and Young People or health related sector • Excellent understanding and knowledge of developing strategy and quality improvement in a health/education or social care organisation. • Thorough knowledge of legislation, statutory regulations and Government guidance and standards relevant to services for children and young people | <ul style="list-style-type: none"> √ √ √ | |

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| <p>to deliver strategies and policies for the directorate.</p> <ul style="list-style-type: none"> • Excellent knowledge and experience in the assessment of the impact of delivering evidence-based practice frameworks in improving outcomes for children, young people and their families. • Excellent knowledge of quantitative and qualitative analysis including in – depth understanding of data quality principles. • Excellent understanding of national priorities for services for children, young people and families, across social care, education and health. Sound awareness of vulnerable and under achieving groups. • Understanding of the key challenges in improving the quality and impact of children’s services. • Understanding of a variety of research methods for assessing and developing service delivery • A proven track record of achieving and managing cultural and organisational change and of leading improvement within and across service areas and partnerships • Sound financial management experience • A track record of innovative and different delivery mechanisms • In-depth knowledge of applicable policies and practice across the range of services | <p>√</p> <p>√</p> <p>√</p> <p>√</p> <p>√</p> <p>√</p> <p>√</p> <p>√</p> <p>√</p> <p>√</p> | |
| Experience | Essential | Desirable |
| <ul style="list-style-type: none"> • Relevant experience at a senior level in a health/education or social care environment. • Relevant experience of senior and strategic leadership in services for children, young people and families. • Successful experience at a senior level of leading a service, including the management of workloads, managing change, performance management and staff sickness absence management. • Driving significant improvements in outcomes for service users • Robust experience of embedding theory across organisational arrangements and service delivery | <p>√</p> <p>√</p> <p>√</p> <p>√</p> <p>√</p> <p>√</p> | |

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| <ul style="list-style-type: none"> Effectively managing quality and performance of services against national and local standards Influencing key organisational stakeholders at a senior level within a large public or third sector organisation Managing complex budgets and other resources effectively to achieve strategic objectives Leading a diverse workforce to achieve and exceed objectives Engaging service users to ensure that services delivered are of benefit to, and valued by the community Track record of innovation Experience of managing complex interpersonal relationships Ability to solve complex problems and innovate to improve services Work collaboratively across organisational boundaries and develop effective working relationships Excellent communication, presentation and interpersonal skills; with the ability to present effectively to a variety of different audiences at a senior level and to lead negotiations/influence stakeholders Influence and guide senior colleagues across a range of services to drive forward commissioning strategies. Lead and motivate a large workforce to achieve the strategic objectives Analyse and use complex data from a range of sources. Experience of working with academic institutions and partners | <ul style="list-style-type: none"> √ √ √ √ √ √ √ √ √ √ √ √ √ √ √ | <ul style="list-style-type: none"> √ |
| Other | Essential | Desirable |
| <ul style="list-style-type: none"> A comprehensive understanding of the current issues and challenges facing local government, alongside key statutory frameworks. Ability to lead, develop and sustain effective team and partnership working Ability to establish and sustain positive relationships that generate confidence, ability and trust. Highly developed influencing and negotiation skills A clear and strong personal commitment to equality, diversity and inclusion and a track record of leading by example | <ul style="list-style-type: none"> √ √ √ √ √ √ | |

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| <ul style="list-style-type: none">• Evidence of leading people and services to recognize and value individual needs to achieve a culture of inclusivity• Leadership by example with a style that empowers others and is open to question and challenge, alongside a commitment to continuous self-improvement.• A commitment to and evidence of successful strategies in managing self and wellbeing and promoting positive leadership practice in role modelling these behaviours for others.• Ability to work under pressure and at pace and to demonstrate resilience in managing and supporting others in dealing with distressing information. | | | √ | |
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| Completed by: | Emma Cockerell | | Date: January 2025 | |