

Job description

Job Identity

- **Post title:** Head of Service and Chief Social Work Officer
- **Service:** Children's Services
- **Report to:** Chief Officer (Health and Social Care Moray)

Job purpose and way of working

- Lead your services to champion the vision, values and wider objectives of Moray Council to deliver the key strategic aims of the organisation making Moray an even better place to live.
- Responsible for the leadership, management, performance and development of services in the portfolio, ensuring they are aligned to the Council and Health and Social Care Moray objectives and obligations in these areas.
- Undertake the role and responsibilities of Chief Social Work Officer in terms of Section 3 of the Social Work Scotland Act 1968, accountable to the Chief Executive of Moray Council all in accordance with the relevant guidance.
- Undertake the role and responsibilities of Agency Decision Maker (ADM) for fostering, adoption and kinship care in the context of relevant legislation, processes and practice, working closely with the Independent Chair of Moray Fostering and Adoption Panel to ensure children requiring alternative care have their needs met in a timely and appropriate manner.
- Act as a self-starter with drive, passion, compassion, purpose, determination and resilience in delivering public services across Moray.

Major tasks

- Strategic and Statutory Responsibilities of the Chief Social Work Officer as set out in the Social Work Scotland Act and related guidance
- Service Management, Planning and Delivery
- Effective Partnership Working with a clear focus on meeting the needs of the community
- Customer Service Delivery and Engagement
- Team Leadership and Development, mentoring, and professional and personal development
- Effective management of relationships predicated on working together and accountability
- Continuous Improvement and Performance including self-evaluation and reflective practice
- Leading in accordance with Moray Management Methods
- Effective Management of Resources
- Leading to develop and sustain a culture of high performance
- Leading to develop an organisational culture of learning and development
- Role modelling professional behaviours, standards, communication, practice, support and challenge
- Community Planning and Public Protection

Duties typically include:

Strategic and Statutory Responsibilities

- Develop service strategies and operational management policies, procedures and protocols for adults and children services, ensuring the views of partners, colleagues and individuals receiving and in need of services are taken account of.
- As a member of the Senior Management Team (SMT), provide leadership, vision, professional advice and strategic direction on the full range of services within this portfolio aligned to the Council's strategic aims and objectives.
- Contribute to the Council's and IJB's strategic planning and budgetary process for assets, revenue, capital and workforce, ensuring the Partner Bodies are prepared for future demands and compliance with the agreed financial regulations.
- Support Elected Members and the Corporate Management Team by professional advice, guidance and information on the services provided across service portfolio, and on any other appropriate matters.
- Lead a portfolio of service outcomes and cross cutting issues. Initiate, develop and implement strategies for driving and managing change so Council services continue to develop and improve.
- Effectively promote the work of the Council and the MIJB and the positive contribution they have in the local community, with partners, external agencies, the media and the Scottish Government.
- Undertake forward planning to ensure services are well placed to deliver current and emerging need, demands and policy directions.
- Ensure the deployment of the Council's standards, professionalism and positive culture through strong leadership, building effective, efficient, flexible and capable teams.
- Lead the preparation of capital and revenue budgets for the services, ensuring the effective deployment of resources and budgetary control and reporting within the Council's policy framework and financial regulations.
- Ensure appropriate responses to service specific scrutiny or inspection, internal or external, with action planning and reporting accordingly.
- Provide relevant professional advice and support to the IJB, Council, Chief Officer, Chief Executives, other senior managers, Elected Members and Non-Executive Directors.
- Ensure effective operational management of integrated health and social care service delivery considering anticipated developments in the external environment influencing those developments where possible.
- Ensure measures are in place to support the Chief Officer's responsibility for leading and delivering high quality, safe and statutorily compliant Adult and Child Health and Social Work and Social Care Services are delivered on behalf of the IJB.

Service Management, Planning and Delivery

- Provide services which are accountable, productive and high quality, through the production and delivery of service improvement plans, performance targets, monitoring and evaluation.
- Align the services provided within the portfolio to the strategic aims and objectives of the Council through effective leadership and communication.

Partnership Working

- Support transformational change led by the Chief Officer of frontline service delivery and in partnership with others across the Moray partnership.
- Work with the lead for strategy and planning on behalf of the IJB, for the planning, resourcing and operational delivery of all integrated services in the Strategic Plan.
- As a member of the Senior Management Team, promote partnership working, developing positive and effective relationships with internal and external partners.

- Proactively engage in partnership working to ensure the effective delivery of the strategic aims of the Council and its partners, ensuring best value outcomes as well as implementing measures to support change management.
- Employ effective tools for communication, consultation and partnership working throughout the services and with CMT and Elected Members; IJB members: other services of the Council; trade unions; the community, voluntary sectors and partners, and external agencies.
- Establish and maintain excellent working relationships with all stakeholders by developing a mutual understanding of needs whilst ensuring performance against agreed standards.
- Chair several strategic meetings to provide leadership, support and multi-agency approaches to partnership plans.

Customer Service Delivery and Engagement

- Ensure a working knowledge of several key national strategic documents and legislation which inform the strategic direction of services.
- Support the Chief Officer in ensuring the quality and delivery of service provision meets or exceeds customer expectations and relevant statutory obligations are fulfilled.
- Agree and pursue best outcomes for patients, children and adults who receive services and carers in the Moray Partnership area, by supporting the Chief Officer through input on joint operational management issues, in leading the development of the Integration Scheme and Strategic Plan, in accordance with the provisions in the Public Bodies (Joint Working) (Scotland) Act 2014 – [The Act] and its Regulations and Orders.
- Communicate complex and contentious information in ways tailored to meet the needs of a variety of audiences. This includes provision of advice and guidance to the IJB, the Audit Committee of the IJB, and on occasion the Council and NHS Grampian on aspects of the operational management of Health and Social Care Services.
- Support and contribute to a programme of transformational change demonstrating progress against the National Health and Wellbeing Outcomes including delivery of health and social care which is

seamless from the perspective of the patient, service recipient and carer; to contribute to the design and communication of a coherent vision, values and culture to underpin delivery of the whole system.

- Provide a strong focus on customer care in accordance with Council policy, ensuring employees in your services place customers at the fore and consider their needs in service delivery.
- Ensure meaningful local performance outcomes are in place and monitored regularly to identify quality and cost-effective improvements focusing on customer satisfaction.
- Ensure the service engages with customers and communities to determine their needs and contribution to improvement plans.

Team Leadership and Development

- Provide advice, guidance and leadership to staff across health and social care services and ensure effective staff development and training opportunities.
- Deputise for the Chief Officer in their absence as required (shared with other SMT members).
- Provide strong personal team leadership and services and support a learning and development culture, encouraging inter-dependent learning and feedback.
- Demonstrate effective leadership of services by creating a culture of teamwork, flexibility and effective working together to ensure strong corporate performance, contributing to the overall achievement of outcomes and the success of the Council and IJB.
- Lead by example in the creation of an environment in which the energy and enthusiasm of staff is harnessed and the generation of ideas for improving working practices becomes an accepted responsibility at all levels.
- Lead, develop and coach employees within your services, conducting workforce planning to ensure delivery of exceptional performance and create a positive workplace environment, encouraging employee engagement activities ensuring they are embedded as part of the culture.

Continuous Improvement and Performance

- Ensure appropriate Care and Clinical Governance standards and arrangements are in place to deliver and provide safe and effective health and care services.
- Manage performance within your services to ensure continuous improvement and efficiency, having a sound knowledge of where performance is strong and where there are areas for development and challenge through self-evaluation.
- Lead the development, implementation, monitoring and review of an agreed programme of work and deliver on agreed performance measures within your services.
- Work collaboratively with employees and stakeholders in order to develop policies, practices and systems that will ensure effective service delivery within your services.
- To use resources appropriately to achieve best value results for the Council and the wider community, keeping a considered and appropriate balance between cost, quality and price.

Demonstrate leadership in accordance with Moray Management Methods.

In particular those not addressed elsewhere in the job description are:

- Create a positive culture embedding principles of equality within your services through setting a good example, eliminating unlawful practice and treating colleagues and stakeholders with respect.
- Responsible for ensuring information within your services is collated accurately and stored securely in accordance with Council guidelines, statutory requirements and the Data Protection Act.
- Ensure development and implementation of Service health and safety practices to ensure the continued health, safety and welfare of all employees and that all key elements of effective health and safety management are in place.
- Review and prepare the service risk register annually whilst monitoring its effectiveness, embedding risk management within your services and ensure that risk assessments are carried out and that action is taken to eliminate or control significant risks across all areas within your services.

- Responsible for producing an annual departmental procurement action plan ensuring actions within your service are undertaken in line with The Moray Council's policy and delivering best value for Moray through the cost effective procurement of supplies, services and works on behalf of the Council.

Management of Resources

- In collaboration with the Chief Officer determine operational priorities and review functional activities across the Health and Social Care Services to ensure effective deployment of employees and all other resources.
- In agreement with the Chief Officer, develop integrated systems and approaches to operational management and team development across Moray; including joint resources, joint systems and staff engagement processes.
- Under the direction of the Chief Officer, responsibility for the management of all operational budgets across joint operational services.
- Support the Chief Officer to operate and manage the integrated budget for adult and child health and social care service provision, to ensure delivery of the services agreed by the Council and NHS Board and, the IJB as defined in the Integration Scheme.
- Develop long term plans for the service's physical or information resources, including tendering where required and contribute to those plans for the Directorate, ensuring that all the resources required to achieve the overall aims of the Integration Joint Board are in place.

The above is intended to provide a clear but concise statement of the present MAJOR TASKS and ACTIVITIES of the job. It is not an exhaustive list of all its detailed duties.

Role specific tasks and responsibilities

The role requires the Head of Service to provide leadership, vision, professional advice and have strategic and operational accountability ensuring that the Council's legal responsibilities in this regard are properly discharged for the following services:

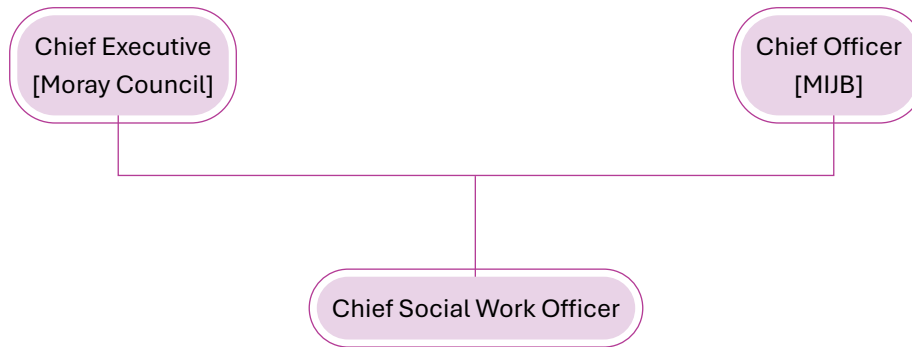
- Children's Social Work Services
 - Learning Disabilities Services
 - Justice Services
 - GIRFEC, the Promise and Public Protection
 - Commissioning
 - Fostering and Adoption
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- The Head of Service will support the Chief Officer in leading critical services by being a key player in the strategic planning process as a member of the Strategic Planning and Commissioning Group and providing strong leadership and operational oversight in relation to commissioning services in line with the commissioning framework and Scottish Government guidance.
 - The Head of Service will support the Chief Officer in leading the design and introduction of integrated systems of governance, finance and performance reporting as well as providing assurance through good governance arrangements on the operational quality, safety and effectiveness of services.
 - As Head of Service the post holder will also be responsible for inpatient units within Mental Health services across Moray.
 - The post holder will be accountable to the Chief Officer and deputise as required in their absence.
 - **The post holder will be the Chief Social Work Officer in terms of Section 3 of the Social Work Scotland Act 1968, accountable to the Chief Executive of Moray Council all in accordance with the relevant guidance on role and responsibilities.**



Chief Social Worker Officer Role:

- Promote values and standards of professional practice, including relevant National Standards, and provide a clear statement of expectation of social services workers and employers.
- Ensure that these values and standards are communicated on a regular basis, adhered to and reviewed periodically.
- Work with Human Resources to ensure that all social service workers meet the requirements of the SSSC's Code of Practice and that all registered workers meet the requirements of their regulatory body.
- Support and advise managers in maintaining and developing high standards of practice and supervision.
- Ensure that only registered social workers undertake those functions reserved in legislation or are accountable for those functions described in guidance.
- Ensure that there are effective governance arrangements for the management of the complex balance of need, risk and civil liberties, in accordance with professional standards.
- Ensure appropriate advice is provided on corporate workforce planning and quality assurance, including safe recruitment practice, probation/mentoring arrangements, managing poor performance and promoting continuous learning and development for staff.
- Actively promote continuous improvement, raising standards and evidence-informed good practice, including the development of person-centred services that are focussed on the needs of individuals.
- Oversee the quality of practice learning experiences for social work students and effective workplace assessment arrangements, in accordance with the SSSC Code of Practice for Employers of Social Service Workers.
- Ensure that appropriate systems are in place both to promote good practice and to identify and address weak and poor practice.
- Ensure that significant case reviews are undertaken into all critical incidents either resulting in/ or which may have resulted in – death or serious harm.
- Take final decisions on behalf of the local authority in relation to a range of social work matters, including adoption, secure accommodation, guardianship and other statutory decisions required from time to time.
- Contribute to reports to the Chief Executive, IJB and elected members – providing independent comment where necessary – on the findings of relevant performance reports.
- Report to the local authority on any other social work-related issues.
- Prepare an annual report to the local authority on all the statutory, governance and leadership functions of the role.

Reporting Relationships



- Reporting to the Chief Officer as a member of the Management Team, working to the objectives of the Moray Integration Joint Board.
- Accountable to the Chief Executive of Moray Council in the role of Chief Social Work Officer as required.
- Key working relationships include Employees, Elected Members, Directorate and Service Management Teams, NHS Grampian Board Executive and Non-Executive Directors, Trade Union and Staff-side Representatives, Community Partners and other public, private and voluntary sector agencies and bodies.