

# Leadership Behaviours for Council Chief Officers

- **Job Title:** Head of Service / Chief Social Work Officer
- **Service:** Children's Services
- **Reporting to:** Chief Officer

## Job overview

Heads of Service/Chief Officers are a pivotal part of the extended Corporate Leadership Team, sharing leadership responsibilities and accountability for the success of the Council. Heads of Service/Chief Officers 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.

Head of Service/Chief Officer as part of the Extended Corporate Leadership (ECLT) Team will have collective ownership and accountability for:

- Collective corporate leadership – established a clear vision (in partnership with elected members) and mobilising action toward a shared purpose.
- Service transformation, innovation and digital, data and technology.
- Budget and financial management and planning.
- Community engagement and communication.
- Organisational and workforce development.
- Performance and risk management.

Heads of Service/Chief Officers 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 culture that supports and recognises innovation and actively encourages people to challenge the way things work.

Heads of Service/Chief Officers will be accountable to Executive Director(s) or Chief Officer and act as strategic/tactical 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/Chief Officers 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/Chief Officers will develop strong relationships with the Corporate Leadership Team and wider chief officer group to explore and implement progressive and integrated change and transformation across Council services.

Heads of Service/Chief Officers 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 Moray, its communities, customers and service users.

Heads of Service/Chief Officers 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/Chief Officers should therefore demonstrate a wide and comprehensive vision for new service models and 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/Chief Officers 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 teams work collaboratively with other parts of the organisation to deliver strategic outcomes; effective partnering arrangements and an effective response to operational demands.

### **Core Competencies:**

- Citizen/customer focused
- Stakeholder engagement and advocacy
- Highly relational and effective communication
- Ability to build and maintain strong and effective relationships/partnerships with policymakers, community leaders and partners
- Creates a compelling vision and leads change impactfully
- Strong decision making and problem-solving skills
- Technologically aware
- Effective programme leadership
- Inspiring, enabling and develops others
- Enables and delivers high performance
- Financial, operational and business acumen
- Entrepreneurial
- Promotes innovation and best practice

### **We want Heads of Service/Chief Officers to demonstrate the following behaviours and competencies:**

- Inspirational leadership and management skills
- Be a mentor, facilitator, visionary, change agent, influencer, team player, decision maker
- Live the values of integrity, accountability, empathy, humility, resilience, vision, influence and positivity
- Able to translate broad objectives into delivering real and effective outcomes with maximum impact
- Able to innovate in designing services for the future with the ability to think outside traditional boundaries and ways of doing things
- Adept at removing the barriers that get in the way of delivering excellent customer service
- Influences strategic direction and interpretation of strategy
- Provides strategy analysis to understand the implications of strategic choices with business and culture impact.
- Applies deep understanding of organisational goals, gaps, and opportunities to guide the Council in creating, translating, applying, and aligning strategy to improve business results and organisational culture.
- Leads the creation and successful delivery of major, end-to-end, cross organisation, or multi-year change plans; developing communication and implementation plans to improve business outcomes.
- Leverages business understanding to connect leadership and team effectiveness plans with the broader organisational culture
- Ability to create an environment of trust and encourage dialogue with teams
- Able to lead, mentor, encourage and empower staff.
- An inspiring and visible leader with exceptional people and communication skills.
- Ability to take responsibility for own learning and continuous improvement
- Ability to be an outstanding advocate and represent Moray Council positively with partners, stakeholders
- Responsible and accountable for delivery of outstanding performance results
- Demonstrable highly developed interpersonal and team working skills with a proven ability to form effective partnerships, motivate, enthuse and drive individual and team performance
- Adept at building appropriate and effective networks, nationally, intra and inter organisationally, commercially, in the Third Sector to connect effort, intellect, resources and services to best serve communities

This role overview is indicative and intended to reflect the broad expectations of Heads of Service.

# Person Specification

Date Specification Completed: May 2024

Note: Any disabled applicant who meets the essential criteria for the post is guaranteed an interview.

## Experience

### Essential

- Demonstrable experience as a successful Chief Social Work Officer (CSWO)
- Sound knowledge of relevant legislation, regulation and policies relating to local government services.
- Consistent achievement in leadership and management in relevant service area within large organisation, most likely gained through significant management experience
- Extensive success in devising and implementing tangible service improvement and securing the support of others in the process
- Experience of leading policy and project development and delivery in a complex environment
- A proven record of effective partnership working across professional and service boundaries
- A record of successful financial management, including budget preparation, financial planning, monitoring and control
- A record of successful customer and stakeholder engagement and resultant service improvement
- Managing and leading complex statutory health and care services.
- Significant operational experience across health, social work or related areas with demonstrable understanding of the roles, remit and parameters within which health and social work currently operate.
- Managing a demanding workload.
- Risk analysis and management.
- Setting strategy in a complex organisation.
- Understand the role of Elected Members and the decision making structures within the Council and of Executive and Non-Executive Directors in the NHS Board context.
- Working in and managing children and families and adult and older people's services.
- Working knowledge of relevant national and local government developments and the wider public sector in general.
- Working knowledge of the statutory, regulatory, strategic and key operational issues relevant to the specific post.
- Experience of shaping and developing services via commissioning and partnership working.
- Knowledge of statutory legislation and National Practice models relevant to children's and adult's social work and child and adult health and social care.
- Organisational change management philosophies, tools and techniques.
- Proven extensive experience in:
  - Vulnerable Child and adult protection and direct support to the Chief Officer Group (COG)
  - Strategic policy development and implementation
  - Managing strategic partnerships
  - Developing integrated services
- Underpinning philosophy beneath Integration and related understanding of legislation, regulations and guidance.
- Robust knowledge of adult and child protection policy and legislation
- Performance measurement and reporting – and ability to support the development of arrangements in an integrated future.
- Experience of reporting to external scrutiny processes.
- Partnership working with third and independent sector providers and ability to develop co-productive opportunities.
- Managing consultation forums and working with trade unions and staff-side, ideally within the context of partnership.
- Engagement philosophies and leading complex negotiations

### Desirable

- Ideally experience will have been gained as a an interim CSWO in a local authority or other public sector environment
- Extensive experience of operating in a democratic and/or political environment
- Experience of developing service standards and ensuring customer satisfaction
- Experience in more than one of the service areas covered by the remit

## Education and qualifications\*

### Essential

- Relevant degree in service area or equivalent\*
- Professional qualification (or other equivalent\*/\*\*) in relevant discipline for the post i.e. Social Work
- Sound knowledge of public sector issues and requirements in at least one discipline with awareness of others
- Appropriate current registration with the Scottish Social Services Council
- The post holder must have undertaken or be committed to undertaking the following within a specified period: Leadership and management development as required in line with the position and the organisational development needs, determined by appraisal and objective setting.

### Desirable

- Have completed or be undertaking the Chief Social Work Officers postgraduate diploma
- Sound knowledge of the issues facing local government including in particular:
  - Effective performance management in a local government context
  - Modernising/Efficiency agenda and the national context Customer services
- Relevant management training and/or qualification
- Further qualification in relevant professional areas
- Knowledge of local as well as national issues and trends.

## Skills /abilities specific to post

### Essential

- **Service Planning:** clear vision of service contribution to council's strategic transformation journey. Ability to forward plan for the service across a complex programme of interdependent projects taking account of the external environment and harnessing opportunities and challenges to the benefit of the service in Moray
- **Performance Management:** the drive and ability to deliver agreed outcomes and raise standards of performance and service delivery; to set and manage clear objectives; to monitor and review individual and service performance
- **Corporate Responsibilities:** commitment and ability to support the goals, priorities and needs of the Council in leading and delivering initiatives and policies, with a strong sense of corporate identity
- **Leadership:** understand, lead and motivate others to deliver results, providing clarity on priorities and responsibilities and recognising the contributions of others, commitment to long term development of self and others. Evidence skills and track record of ability to provide leadership and expertise to support and enable the delivery of the council wide transformation
- **Best Value:** sound financial and commercial awareness, with strong analytical skills and a creative approach to problem solving

### Desirable

- Experience of managing multiple service interfaces

## Inter-personal and social skills

### Essential

- **Communication:** strong communication skills with ability to engage with others to build productive relationships with key stakeholders. Highly developed partnership, advocacy, oral and written skills that are persuasive and influential. Ability to inspire confidence and resilience through a programme of change
- **Political Sensitivity:** appreciation of the political relationships and environment within and beyond the Council. The ability to operate effectively within the democratic process, gaining the trust, respect and confidence of colleagues and elected members
- **Planning and Development:** ability to design, plan and program work to manage service priorities and provide effective leadership and balance within a customer focussed environment and across council services
- **Relationships:** commitment to work across departmental and professional boundaries. Ability to establish good personal relationships based on trust and integrity and to generate enthusiasm and commitment to innovative ways of working. Stamina and resilience to find solutions

## Working environment and physical activities

### Essential

- Willingness to work flexibly and, when required, outside office hours
- Able to work under pressure to balance competing demands and to sustain outputs

\* Candidates will be required to show these documents if invited for interview.

\*\* For the avoidance of doubt, the council will consider equivalent qualifications/ experience.

It is for candidates to submit information in their application to demonstrate their competence at the required level.

Satisfactory Disclosure Scotland check required?	Yes
Membership of Protecting Vulnerable Groups Scheme (Working with Children)	Yes
Membership of Protecting Vulnerable Groups Scheme (Working with Vulnerable Adults)	Yes
Satisfactory pre-employment medical screening required?	No