



# Candidate Briefing Pack

<b>CLIENT:</b>	London Borough of Camden
<b>ROLE:</b>	Head of Quality Assurance
<b>PENNA CONSULTANT</b>	Andrew Tromans (07805 226301 / <a href="mailto:andrew.tromans@penna.com">andrew.tromans@penna.com</a> )
<b>APPLICATIONS DEADLINE:</b>	Sunday, 3 <sup>rd</sup> November 2024



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***Further Reading:***

[The Camden Model Of Social Work](#)

[Camden Local Area SEND Strategy 2022-27](#)

[Camden Learning Education Strategy](#)

[Corporate Parenting Strategy](#)

[We Make Camden 2025](#)

[Ofsted Focused Visit Report \(2023\)](#)



## Welcome Letter

Dear Candidate,

Thank you for your interest in this exciting role.

If you join us, you'll have the opportunity to work across Camden's Children and Learning Directorate on a range of important priorities.

This Directorate is newly-formed and builds on the exceptional reputation of Camden's services for children and young people.

As a place, we are a diverse and vibrant place to work, with a reputation for innovation and creativity, and a rebellious spirit; our priorities include addressing inequality and taking an anti-racist approach to service delivery.

This role will provide leadership across quality assurance for Children and Learning, and you'll support the development of Camden's unique relational and systemic practice framework.

This is a great time to join us as you will play a significant role in ensuring the highest standards of practice is evident across the directorate: enhancing and embedding our quality assurance approaches with our workforce, and garnering the voices of those we serve to improve outcomes. We are looking for a candidate who can develop a relational approach to learning and improvement, ensure rigour to practice standards, and take colleagues on a journey to improve service delivery.

We are looking for an experienced safeguarding professional who is committed to continuous improvement and passionate working with children and families to improve their outcomes.

If you are interested in this role, and would like to discuss it further, please get in touch to arrange a conversation.



**Nana Bonsu**

Director of Relational Practice



## Advert

### Head of Quality Assurance, London Borough of Camden

Salary: £82,140 - £91,682

**(Hybrid-working, alternative / flexible working options are available)**

*We're making radical social change a reality, so that nobody gets left behind*

#### The role

This role is a unique and exciting opportunity to make a real difference for children and young people in the London Borough of Camden.

Reporting to our Director for Relational Practice, you will be a key member of Camden's Children and Learning Directorate and will play a vital role in the development of children and learning services and will be responsible for providing leadership across quality assurance, safeguarding, practice improvement, and workforce development.

Leading a high-performing, supportive and cohesive team, that is keen to achieve even more, you will be tasked with:

- Reviewing, finessing and delivering our quality assurance framework, building on the achievements we have already delivered
- Ensuring that quality assurance runs across all children's and learning services (e.g. including SEND and Youth Justice) and that all services are relational, attend to rigour, and are innovative
- Enabling social workers and practitioners to consistently deliver exceptional services
- Collaborating with our Principal Social Worker and Head of Learning and Practice to embed continuous improvement and evidence impact

*This is a politically restricted post, and is exempt from the Rehabilitation of Offenders Act and will require an Enhanced DBS.*

#### About Camden

Camden is a place where everyone can thrive and the council is committed to all its children having the best start in life: enjoying an excellent school experience in an ambitious and inclusive environment and having opportunities to lead flourishing lives.

We're making radical social change a reality, so that nobody gets left behind.

Here's where you can help decide a better future for us all.

We're ready to welcome your ideas, your views, and your rebellious spirit. Help us redefine how we're supporting people, and we'll redefine what a career can be.

To find out more about what it is like to work at Camden, meet some of our people by visiting [www.camdenjobs.co.uk/our-stories](http://www.camdenjobs.co.uk/our-stories)



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### **About you**

This role calls for a qualified social worker who is an experienced practitioner with a strong track-record of leadership across local authority children's services.

You'll need in-depth theoretical knowledge of social work and relational practice, with experience of leading transformational change, with demonstrable impact for the lives of children.

### **Next steps**

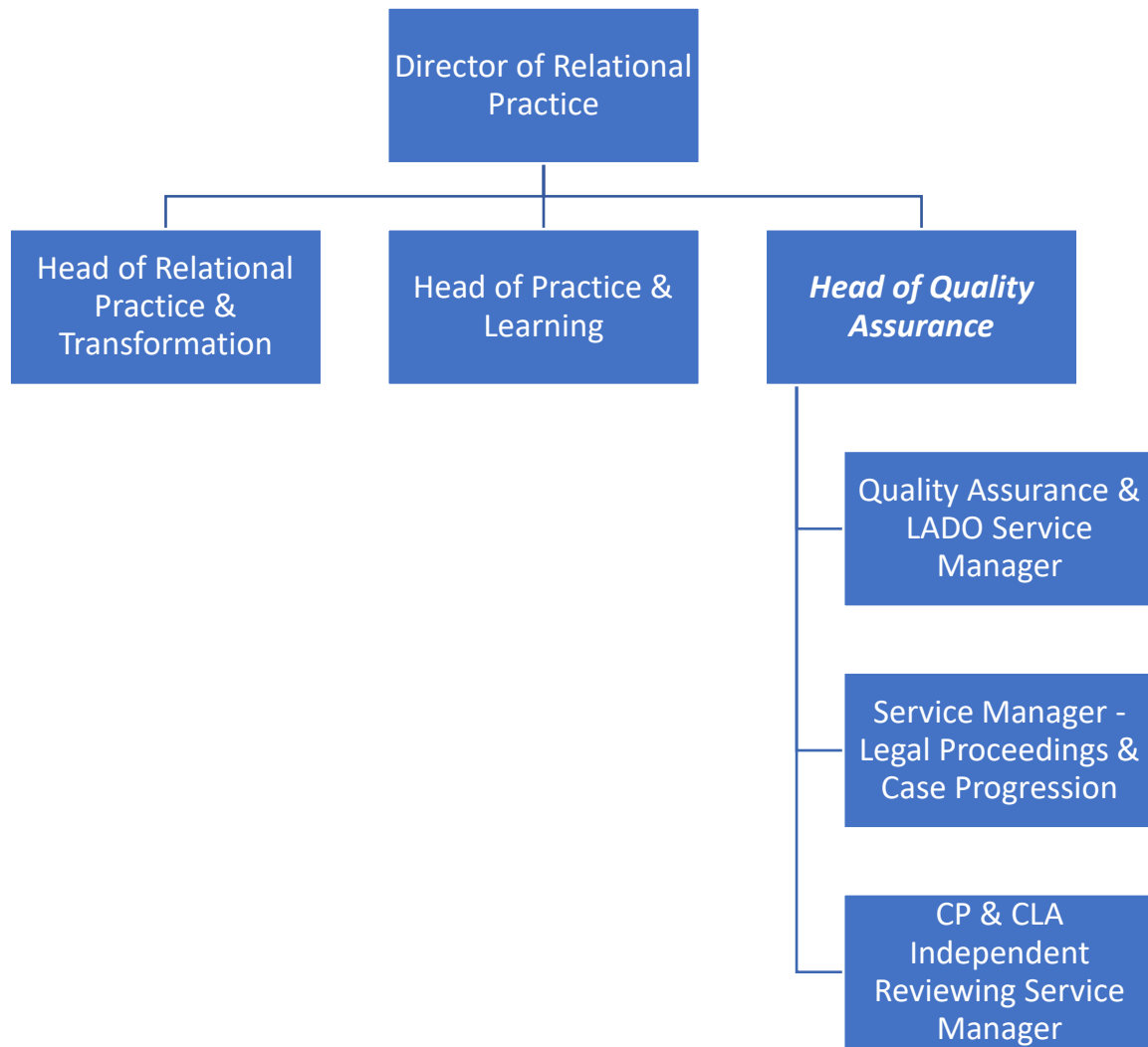
If you are looking for a fresh and stimulating opportunity with an inclusive and supportive team, then look no further. Please apply with a copy of your CV and a Cover Letter, and for a confidential discussion please call Andrew Tromans on 07805 226 301.

**Applications deadline:** Sunday, 3<sup>rd</sup> November 2024





## Structure Chart





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## Role Profile

**Head of Service**                      **Quality Assurance & Practice**

**Job Grade:**                              **Level 6 Zone 2**

**Salary Range:**                        **£82,140 – 91,682**

### About Camden

Camden is building somewhere everyone can thrive, by making our borough the best place to live, work, study, and visit. Because we're not just home to UK's fast-growing economy. We're home to the most important conversations happening today. And we're making radical social change a reality, so that nobody gets left behind. Here's where you can help decide a better future for us all. We are currently seeking an experienced Head of Service to help deliver positive outcomes for children and young people.

### About the Role

This is an opportunity to be part of a thriving and dynamic service, to provide strategic direction and operational management responsibility for the Children's Quality Assurance service, delivering high quality services that meet national requirements and expectation for all children across the division. You will lead the delivery of innovative services and initiatives that support children, young people and their families, including designing and implementing the quality assurance approaches to review Children's Social Care, and the performance and systems to underpin continuous improvement and in support of statutory and regulatory reviews.

The postholder has lead responsibility for understanding where there are opportunities to access additional income which will both extend and expand opportunities for growth and development of the Children's service quality assurance function supporting the wider service infrastructure. The post holder is required to maintain a detailed working knowledge and understanding of relevant statutory legislation and standards to provide a framework for ensuring teams are delivering high quality services and will report to the Director of Relational Practice.

It requires a relationship-based approach that is creative, flexible, and child-centred which seeks to impact holistic outcomes in social development, mental health, and educational needs. You will be approachable and pragmatic, ensuring that staff and partners provide swift and seamless help to children and families and be committed to equality and diversity and lead services to provide the best possible outcomes for Children. As a member of the Children's Services management team, you will participate fully in the planning management and assurance of the functions undertaken across Children's services and connect with corporate teams to co create collaborative and connected systems and approaches.

You will be responsible for the development of good liaison and co-operation with officers across the council and with partner agencies, the local community, and non-statutory organisations, ensuring the delivery of effective strategic direction, leadership, resource, and budget management. The Head of Service will ensure that statistics/performance indicators are monitored in terms of safeguarding, health, and educational needs of children on Children receiving a service and will use this to inform activity and effectiveness of work within teams.

### About You

As Head of Service, you'll have enthusiasm, skills and experience in partnership working and management of systems. You will be a key contributor to the operational management and strategic

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development of the Directorate as a member of the Children's Services Management Team, leading by example and foster a culture, both within the service and across the Council, which engages all staff and partners in the development and delivery of services that meet residents' needs and expectations. This will involve being involved in cross Council initiatives to make best use of individuals' strengths and foster collaboration across the whole organisation. You will manage and lead the safeguarding, Independent Reviewing and Child Protection Conference services, alongside ensuring professional leadership.

### **Example outcomes or objectives that this role will deliver**

- The job requires a high degree of innovation, creativity and problem solving to develop strategic plans and maintain high quality services that address the complex needs of highly vulnerable families, reduce the risks to children, developing of standards, policies, and good practice within the service area.
- Act as principal adviser on quality assurance ensuring that the Council implements all national and professional standards, including OFSTED and CQC inspections and statutory process and audits in a timely manner.
- To lead work which seeks to maximise funding from external sources and ensure that a robust performance framework is in place to track all initiatives and demonstrate impact and the outcomes in line with the overall strategy and supporting plans.
- Oversee effective utilisation, performance, and deployment of human resources that puts at its heart the provision of high quality, value for money services and ensure that there is sufficient capacity within the directorate to deliver successfully against the Council's ambitions.
- Ensure high quality performance data is available to the service and fully integrated into improvement plans, service planning and strategic decision making.
- To ensure effective and robust safeguarding policies and procedures are in place and continuously review the effectiveness of working methods and develop and deliver in conjunction with relevant staff, effective services for safeguarding children that provide value for money. This includes ensuring that activities within the authority's services for safeguarding are carried out to agreed service standards within available budgets and in line with legislative, regulatory, and national minimum standards requirements.
- Have lead responsibility for the leadership and overall day to day running of the children's Quality Assurance and service which includes the independent reviewing service for CLA, the LADO service, the Child Protection Conferencing Service, Case Progression Officer, and Quality Assurance and performance functions across Children and Learning.
- Create a learning environment that promotes excellent social worker practice and ensure the delivery of high-quality service delivery, recognising areas for improvement, and identify clear implementation plans to remedy.
- Advise the Directorate Management Team on high-level, complex, and contentious issues with potential reputational implications for the local authority.
- Actively influence social work developments at local, regional, and national levels, including engagement with networks and the Government-appointed Chief Social Worker for Children and Families, ensuring they respond to the needs of frontline practice.
- Support the Leadership Team in the implementation of Children and Families social care reforms, and new innovative practice.
- Act as a member of the Leadership team, taking responsibility for own performance and development to establish goals, commitments and strategies for improved productivity and accomplishment.





- Provide Leadership around anti-racist practice, diversity and inclusion, ensuring the policies and services of the Council reflect the changing needs of our workforce and that equality of opportunity is ensured and that diversity is celebrated.
- To develop and implement a comprehensive approach to Quality Assurance that meets national requirements including inspections, demonstrating understanding of both a diverse population and a mix of abilities to ensure opportunities are provided to maximise these abilities and skills.
- Maintain regular supervision and appraisal of those you will line manage, recognising good practice and areas of underperformance, with appropriate plans in place to address performance issues.
- Ensure that activities within the authority's services for safeguarding are carried out to agreed service standards within available budgets and in line with legislative, regulatory, and national minimum standard requirements.

### **Qualifications**

- Fully qualified, accredited social work professional status (CQSW, Dip SW, CSS or PQCSS)
- A general management qualification or 5 years' experience of managing statutory children's services, specifically children in need, child protection, children looked after and care leavers.

An Enhanced DBS check will be required for this role.

### **Technical Knowledge & Experience**

- Extensive knowledge of Children's Social Care Statutory frameworks, knowledge of the underlying causes of vulnerability and aspects of effective safeguarding of vulnerable children and their families.
- Highly skilled communicator who communicates with clarity, conviction and enthusiasm and can demonstrate integrity, create rapport, and build trust and confidence to positively influence outcomes.
- Ability to translate complex ideas and information into meaningful and 'user-friendly' information; 'tells the story' to bring people along and ensure all audiences understand the key messages.
- Knowledge of anti-racist, equality & diversity practice and the capability to apply it to work with children, young people and their families.
- Extensive case management experience of cases with complex, professional, and ethical issues including child protection, court proceedings, case conferences and other formal processes.
- Experience of multi-agency work at a senior manager/leadership level, working to tight deadlines and delivering complex reports and updates.
- Experience of using performance and quality assurance information to enhance Organisational learning and drive practice improvement, service, and individual performance.
- Maintain ongoing professional development and have a thorough understanding of external legislative and societal change, as well as a deep understanding of the Councils operational structures which both support and depend upon the job holder's actions and advice.
- Extensive experience of working to tight deadlines, delivering complex reports and pressing issues including change initiatives and risk management across a range of services.
- Experience of using performance and quality assurance information to enhance Organisational learning and drive practice improvement, service, and individual performance.



- Ability to operate sensitively in a political environment, developing relationships with all members gaining respect, trust, and confidence and being accountable for effective delivery within a challenging financial environment.
- Experience of managing major change that challenges existing ways of working, and different service delivery models which provide better outcomes for citizens, especially vulnerable children, and adults.
- Demonstrable ability to work collaboratively with other leaders in the sector and across the council's performance and accountabilities framework.
- Ability to interpret complex requirements and legislation whilst delivering services with strong social impact which address different needs and abilities.
- Extensive understanding and application of practice frameworks that is restorative and relational in approach and utilises systemic ideas and tools that engage with and support others in change and development.
- Experience of providing service delivery, shaping the service's composition, approach and operating procedures in accordance with wider goals that the organisation has.
- Up to date knowledge and understanding of legislation affecting the services best practice and current issues.
- Knowledge and awareness of the issues relating to communities from different ethnic and cultural backgrounds and Equal Opportunities.
- Significant experience of influencing decision-making and service delivery at a strategic level and embedding a learning culture within their service area.
- Model and demonstrate organisational values and leadership behaviours, creating a shared purpose and positive permission culture that enables people to thrive through development, involvement, and well-being.

### **Work Environment**

The post-holder will be required to work in line with Camden's agile working framework including flexible and remote working patterns as required by the service. The base will be in Pancras Square, and other locations within Camden as specified by the Directors and Executive Director.

### **People Management Responsibilities**

Service Managers, LADO, Quality Assurance Officers, CPO's & IRO's, and other professionals based in the Quality Assurance Service.

### **Relationships**

- Service Managers, Team Managers, and Heads of Service from across the Directorate
- This role reports to the Director of Relational Practice.

### **Over to you**

We're ready to welcome your ideas, your views, and your rebellious spirit. Help us redefine how we're supporting people, and we'll redefine what a career can be. If that sounds good to you, we'd love to talk.

### **Is This Role Politically Restricted?**

Some posts at Camden are politically restricted, which means individuals holding these posts cannot have active political role. For a list of all politically restricted roles at Camden [click here](#).



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## **Diversity & Inclusion**

At Camden, we value and celebrate difference and encourage diversity in all respects. Our diverse workforce ensures we represent our communities to the best of our ability and enables us to make better decisions. Because of this, we particularly welcome applications from Black, Asian and those of other non-white ethnicities, those who identify as LGBT+, neurodiverse and disabled people.

## **Agile Working**

At Camden we view work as an activity, not a place. We focus on performance, not presenteeism. We create trusting relationships; we embrace innovation rather than bureaucracy and we value people. Collaboration is the Camden way, silo working isn't.

At Camden we are proud to be one of Hire Me My Way's inaugural campaign supporters. Hire Me My Way is a national campaign led by Timewise, designed to increase the volume of good quality jobs that can be worked flexibly in the UK ([www.HireMeMyWay.org.uk](http://www.HireMeMyWay.org.uk)). Hire Me My Way aims to treble the number of available good quality flexible jobs to 1 million by 2020.

## **Asking for Adjustments**

Camden is committed to making our recruitment practices barrier-free and as accessible as possible for everyone. This includes making adjustments or changes for disabled people, neurodiverse people or people with long-term health conditions. If you would like us to do anything differently during the application, interview, or assessment process, including providing information in an alternative format, please contact us on 020 7974 6655, at [resourcing@camden.gov.uk](mailto:resourcing@camden.gov.uk) or post to 5 Pancras Square, London, N1C 4AG,





## How To Apply

This guidance contains important information to help with your application:

- Please apply by submitting a CV and Cover Letter (no more than four sides of A4 in length per document aligned to the person specification). Please also include your contact details.
- Please ensure your full employment history is outlined in your CV; where there are essential criteria, competencies and/or qualifications please make clear how you meet these. We may wish to verify this information during the recruitment process.
- Please provide the details of two referees. Note that we will only approach referees for candidates proceeding to final selection and only with your permission. Please clearly indicate whether we can approach each referee before the selection date.
- Please share with us in your Cover Letter the values and behaviours that you bring to your leadership, and how you will transfer your skills and experience into this role.
- Please complete the Equal Opportunities Monitoring Form when you upload your details.
- Please return your application by the closing date – no applications will be accepted once the long listing process has begun.
- Following long listing, you will be contacted directly by a Penna consultant to update you on the status of your application.
- Asking for adjustments – we're committed to making our recruitment practices barrier-free and as accessible as possible for everyone. This includes making adjustments or changes for disabled people, neurodiverse people or people with long-term health conditions. If you would like us to consider doing anything differently during the application, interview, or assessment process, including providing information in an alternative format, please contact us.
- Please contact Andrew Tromans on 07805 226301 for a confidential discussion or for any information, insight or guidance about either the role or recruitment process.

Please note the key dates in the recruitment process:

<b>Closing Date</b>	Sunday, 3 <sup>rd</sup> November 2024
<b>Shortlisting meeting (applicants do not attend)</b>	w/c Monday 4 <sup>th</sup> November 2024
<b>Interviews (in person, in Camden)</b>	Tuesday, 12 <sup>th</sup> November 2024

To apply for this role, please visit the following link to upload your CV and Cover Letter:  
<https://execroles.penna.com>