

JOB DESCRIPTION

Service Area: Communities Directorate	Location: West Street House, Newbury
Job Title: Head of Prevention and Building Community Resilience.	Salary Range: Up to £77,000

JOB PURPOSE

To contribute fully to the Communities Directorate Leadership Team, which has strategic oversight of all the business of the Communities Directorate.

To lead the development of the early intervention and prevention capacity of West Berkshire's communities, through building on individual and community strengths and assets, so that the people of West Berkshire are galvanised to help each other, leading to better lives for West Berkshire's residents and to a reduction in demand for council-provided services.

To lead the development of the council's organisational culture to promote and support community building and resilience.

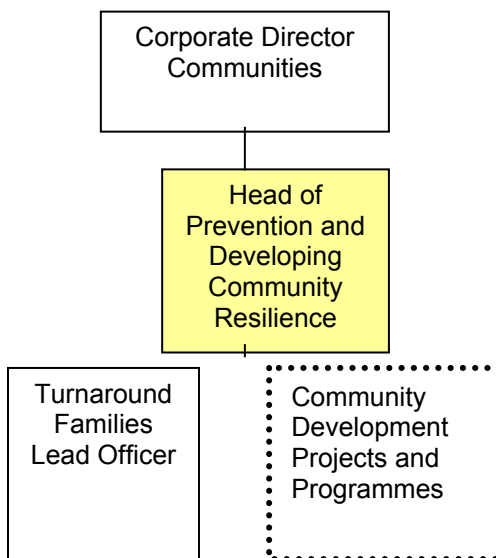
To lead the council's adoption of restorative approaches to support the development of community resilience.

To provide guidance and advice to the Corporate Director Communities, the Chief Executive and Members on all matters relating to prevention and community development.

To contribute to the corporate management and direction of the Council as a member of the Corporate Management Team, including the implementation, monitoring and review of the Council Plan and Medium Term Financial Strategy.

To ensure effective partnership working across statutory and non-statutory partnerships, with individuals, groups and organisations to achieve the best outcomes and most positive impact for the communities and people of West Berkshire.

DESIGNATION OF POST AND POSITION WITHIN DEPARTMENTAL STRUCTURE



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MAIN DUTIES AND RESPONSIBILITIES

Corporate Management

To assist the Chief Executive and Corporate Directors in providing strong and effective corporate management of the Council through :

- Promoting the Council's values and ensuring the aims of the Council Strategy and Business Plan are achieved by providing a clear sense of purpose and direction within the service.
- Leading and supporting corporate programmes as required, with specific responsibility for leading the corporate and Communities Directorate adoption of restorative approaches, including the adoption of "Fair Process" principles which involve the community in new corporate proposals and developments to ensure the views of all sectors of the community are reflected in the work taken forward.
- Building positive working relationships with Council Members and assisting them in the performance of their duties at corporate, service and ward level.
- Promoting good external relations, and promoting the interests of the Council, by representing the Council at national, regional and local levels
- Promoting equality and diversity, fair access to services and tackling discrimination both within and outside the Council. To mainstream equality and diversity within all the activities of this service area and throughout community development practice.
- Assisting in Emergency Planning activities, as required, and participating in the management of emergency situations.

Service Leadership

Ensure dynamic and focused leadership and management of the service through :

- Acting as a role model for developing the required individual and organisational culture which supports community building, community resilience and co-production
- Working with individuals, communities and partner organisations to maximise our collective positive impact on the people of West Berkshire
- Working with service users and their families, colleagues and partners, taking a restorative and solutions-focused approach
- Developing and securing agreement for robust alternative processes and procedures when current corporate processes obstruct agreed transformation objectives
- Preparing and delivering an annual service plan, with a focus on harnessing the

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contributions of communities and partners to achieve better outcomes for the people of West Berkshire and with an emphasis on practical innovation and problem solving at an individual, group and community level

- Continuously reviewing opportunities to improve the efficiency and effectiveness of the service, including the delivery of continuous improvement and best value.
- Maintaining a strategic oversight of the complex and interconnected services, systems and communities of West Berkshire in order to make best use of their assets and resources, achieving the best outcomes and greatest value possible from limited resources
- Operating with a clear sense of purpose and within a flexible, principled framework to achieve intended impact within the allocated service budget, in response to rapidly changing circumstances
- Using skilful people management, including recognised restorative approaches, to develop leadership at every level of the service; taking a coaching approach to staff while having due regard to the Council's Human Resource Management policies, procedures and guidance.
- Managing performance actively to ensure high standards of individual competence and service delivery, resolving weaknesses in individual or team performance using restorative approaches and without recourse to formal disciplinary or capability measures as far as possible.
- Adopting effective Health and Safety management, including implementation of the Council's Health and Safety policies, procedures and practices; making use of the appropriate Risk Assessment practices throughout the service.
- Working with ICT as necessary to develop IT systems and practices to maximise the efficient and effective management of the service area, and promoting appropriate training and support to staff in the service.
- Meeting the Council's Customer Service standards
- Maintaining an awareness and understanding of new legislation and/or best practice, relevant to the service, interpreting the resulting implications and developing appropriate policies, procedures and practices to ensure that, as a minimum standard, the Council complies with statutory obligations. To provide advice and support to colleagues where required.

Specific Job Responsibilities

- Lead work with individuals, communities and partner organisations to secure better lives for people and communities in West Berkshire across a range of measurable outcomes.
- Provide restorative practice leadership and broader advice and support to colleagues across the Directorate and Council where required.
- Lead the development of new strategies, policies and practices to enable the council and Communities Directorate to achieve a different relationship between the council and its

citizens based on communities helping themselves and each other

- Lead the development of self-evaluation processes and contribute to peer assessment to further improve and develop ways of meeting citizens' needs. Where appropriate, contribute to preparations for the inspection of regulated services and other service inspections.
- Engage West Berkshire's communities in a variety of ways, involving individuals, families, neighbourhoods and organisations and encouraging them to lead on the development and delivery of new proposals relating to the council's remit. Break down barriers to engagement that exist for any section of the community.
- Actively manage the performance and development of staff in the service, including succession planning for the service, and engage with the development of staff in other services across the council and in partner organisations to help embed restorative practices and community building throughout the district.

SCOPE OF JOB (Budgetary/Resource control, Impact)

Current Line Management responsibilities

Turnaround Families Team

Budgetary responsibilities

TBA

Additional Information

The job requires frequent attendance at evening meetings, and occasional attendance at weekend events.

From time to time the post holder will be expected to lead (with support from the Director) on service-related capital projects.

The job includes sharing responsibilities with the other Heads of Service in the Communities Directorate as required and learning new skills and knowledge to provide cover as required across the Communities Directorate.

The post-holder may need to play a role in the Council's Emergency Planning arrangements.

Leadership Values:

As Leaders, we also expect to demonstrate these leadership values:

- **Mission-focused Leadership:**
 - Shaping, owning, communicating the vision, and helping to translate the vision into the actions and accountabilities of individuals, teams and units / services
 - Generating a sense of purpose, a sense of pace
 - Defining and shaping key strategies and making sense of them to the organisation's people at every level
 - Encouraging and supporting the setting and achieving of goals, short and longer term, enhancing the link between vision and outcome
- **Consistent Leadership:**
 - Demonstrating, modelling and managing the values and standards expected of all of us
 - Driving an approach that enables staff to apply the values in their contact with customers and partners
 - Leading in ways that demand collaboration and integrated solutions, removing barriers and crossing boundaries to deliver the right outcomes
 - Encouraging dialogue and debate, finding solutions and brokering agreement, so that nobody loses sight of the 'bigger picture' of outcomes and success
- **Involving Leadership:**
 - Leading people who are clear about their accountabilities, and empowered to take the necessary actions and decisions to achieve the outcomes for which they are accountable;
 - Leadership that makes "Brilliant West Berkshire" real: working across boundaries, collaborating, modelling corporate and collective responsibility, growing partnership
 - Maximising the organisation's capacity through commitment to the development of the workforce's skills and knowledge, nurturing diversity and enhancing collective performance
- **Adaptable Leadership:**
 - Seeking, embracing, leading change to improve outcomes;
 - Maintaining and ensuring a focus on the customer, the resident, the community;
 - Ensuring through leadership that the organisation learns, evolves and improves through its experience, and through its mistakes
 - Knowing when what we do needs to be driven by evidence, and when it is right to innovate
- **Inspiring Leadership**
 - Leading by example, practising what we preach
 - Being brave and ambitious for our customers and our staff
 - Thinking 'outside' of the box, innovating and encouraging innovation
 - Being clear and compelling about what we do and why we do it

PERSON SPECIFICATION

Job Title: Head of Prevention and Community Development.	Service Area: Communities Directorate
Reports to: Director of Communities	Post Reference No:

* E = Essential Criterion (required at point of recruitment) D = Desirable Criterion (can be developed over time)

CRITERIA	E/D	WHY THIS IS IMPORTANT TO DO THE JOB
<p><u>Qualifications</u></p> <p>Educated to degree level or equivalent</p> <p>Relevant qualification in restorative practice</p>	<p>E</p> <p>E</p>	<p>To think through and analyse complex, high risk situations; manage a wide range and breadth of responsibilities and communicate with a wide range of audiences.</p> <p>To lead the implementation of restorative practices throughout the Communities Directorate and into the wider community in order to achieve better outcomes through prevention.</p>
<p><u>Experience</u></p> <p>Track record of successful leadership in a related service environment</p>	<p>E</p>	<p>To directly manage a service and use influencing skills to work effectively with a wide range of services developing and promoting new ways of working, with “Fair Process” at the heart of any planned changes</p> <p>To be able to work comfortably with complexity and “wicked” issues</p> <p>To set strategic direction and formulate and implement policy options for the service and directorate</p>

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Experience of managing significant organisational change and achieving good outcomes.	E	To be able to influence colleagues, managers, members, partners and others to change culture and practice
Proven experience of successful joint working with partners.	E	To establish positive relationships with a range of partners and stakeholders, both within and outside the Council, and secure the best outcomes for adults in conjunction with others.
Sound and extensive experience of managing substantial budgets	E	The post-holder has budget responsibility for the “Turnaround Families programme, which includes meeting strictly audited payment by results requirements, and is also likely to be called upon to manage pooled budgets, community grant budgets and other unusual financial arrangements as this service develops.
Experience of procuring services through tender processes	D	To provide secure and effective management of limited Council resources
<u>Knowledge and understanding</u> Understanding of the structures and accountabilities of local government and awareness of the political context.	E	To perform at a senior level within the organisation, and be comfortable and adept working with Members, Directors and Heads of Service.
Working knowledge of one or more of children’s services, education, housing, adult social care, health, policing, voluntary and community sector services to support vulnerable people.	E	To work across and draw together colleagues and partners across these domains. The broader and deeper the knowledge of these area, the more successful the post-holder is likely to be
Understanding of, and commitment to, equality of opportunity for those who use our services and for the workforce	E	To ensure all employees reach their full potential. To ensure the service is perceived by potential employees, partners and the wider community as fair and ethical. To ensure that services delivered are accessible to all, where relevant. To ensure compliance with equality legislation and relevant codes of practice.
Understanding of change management and the delivery of strategic projects.	E	To lead the implementation of restorative practices throughout the Communities Directorate and into the wider community in order to

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		achieve better outcomes through prevention.
<u>Skills and Abilities</u>		
Accomplished restorative practitioner	E	To demonstrate practice leadership in this key field
Ability to interpret and analyse complex performance and finance information	E	To ensure maximum value for money in the delivery of services by the Council and in partnership. To ensure administrative integrity. To contribute to the budget-setting process (revenue and capital) for the Council
Ability to provide high quality visible leadership to the service area, the Directorate, the council and the communities of West Berkshire	E	To ensure the service has a clear sense of direction and has long-term strategic and operational plans that can be delivered effectively and to achieve the wider council goals of cultural transformation for the organisation and the community.
Ability to facilitate change	E	To ensure the service is able to respond to internal and external forces for change and to oversee the continuous improvement of the overall performance of the service, identifying and implementing changes that will add value.
Ability to develop productive working relationships with colleagues and stakeholders	E	To ensure working relationships, both internal and external, are productive in terms of supporting and delivering service objectives.
Ability to plan and manage the workforce and provide learning opportunities for employees.	E	To identify the workforce requirements of the service, to ensure that service objectives can be achieved. This includes supporting staff to identify learning needs and helping to provide opportunities to address these needs.

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Ability to use resources effectively	E	To develop, monitor, evaluate and control the service budgets, and other resources and to ensure the service accesses available technology and uses it in the best possible way.
Ability to manage performance to achieve results	E	To manage a programme of projects, both within the service and in partnership with other internal/external stakeholders that deliver outputs to meet customers' and stakeholders' needs, as well as organisational and legal requirements.
Excellent communication skills	E	To effectively deliver information in writing or orally to a wide range of audiences. To persuade and influence colleagues, partners and others
<u>Work-related Personal Qualities</u>		
Leadership	E	To demonstrate the "Leadership Values" outlined above
Creativity and innovation	E	To develop own ideas and to encourage and support the identification and implementation of ideas from staff within the service that will improve existing practices, procedures, systems, services etc. To look beyond the organisation for opportunities to identify and develop ideas.
Good inter-personal skills, including flexibility, problem solving, communication – oral and written – and the ability to offer both support and challenge taking a coaching approach.	E	To work with a wide range of people, set an example to staff and others, and ensure the work of the service is properly understood and well-regarded.
Personal resilience and resources to deal with pressure	E	To manage in a rapidly changing environment with competing pressures and limited resources
Conversant with ICT and work-based technology	E	To be able to maximise the use of technology for research, analysis and communication
Ability to drive	E	To be able to engage effectively with all West Berkshire's communities

		including those in rural areas not served well by public transport.
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