

# Head of Policy and Workforce

## Recruitment Pack

Dear Candidate,

Thank you for your interest in this post.

Social Work Scotland is the professional body for social work managers and leaders. We are a membership organisation with over 350 individual and corporate members. We exist to promote and support the development of the social work profession, and to inform, influence and improve public policy and public services.

We are excited to be recruiting for a **Head of Policy and Workforce**. The next few years are likely to be seminal in the ongoing development of social work in Scotland, with significant change driven by reform through the National Care Service, the Promise, Mental Health Law Review, etc. With the Director, this post constitutes the senior management of the organisation, linking in directly with Social Work Scotland's Board, local authority Chief Social Work Officers and key partners (such as the Office of the Chief Social Work Advisor) to identify, shape and participate in the national agenda for social work.

The Head of Policy and Workforce has a broad remit, providing operational social work insight and expertise across many issues, including workforce planning, leadership, learning and development, management and wellbeing. The role has responsibility for overseeing one or more national projects currently hosted by Social Work Scotland, and line managing other members of the team. The role works closely with the Director to inform the future of the organisation, and engage in a range of key national meetings, to ensure the social work profession is properly represented, in line with the membership's positions.

If successful in securing the post, you will have the opportunity to build relationships with the leadership of the social work profession in Scotland, in operations, regulation, advocacy, policy, education and academia. You will lead a team of Policy and Practice Leads and Advisors to ensure the wider connecting themes that exist across the profession are reflected in the work that we do at the national level. Through these relationships you, and the team you will lead, will have a key role in steering the profession through its continuous process of change and development, identifying opportunities for improvement and innovation. You will be a visible representative of the profession at the national level, and you will help others to articulate Social Work Scotland's positions.

At the core of Social Work Scotland is a commitment to assisting the profession be the best it can be for the individuals, families and communities who need social work or social care support; the Head of Policy and Workforce role is central to us delivering on that commitment. The successful applicant for this role will be a high achiever, able to manage multiple threads and tasks, be

passionate about social work and able to instil that enthusiasm and dedication to wider groups to effect meaningful change.

To apply for this post, please submit a covering letter/email and a completed application form. Your covering letter should be between 800 and 1000 words and should set out why you want the job, and summarise how you meet the job's 'Person Specification'. Please state in your application form if you do want us to contact references prior to interview. Secondments welcome.

Please find included in this pack:

1. Key information, including contact details and summary of the recruitment process
2. Information about Social Work Scotland
3. Job description
4. Person specification

Completed application forms and covering letters should be sent to [admin@socialworkscotland.org](mailto:admin@socialworkscotland.org) by 09:00 on Tuesday 11 April 2023.

I look forward to hearing from you.

**Ben Farrugia**

Director, Social Work Scotland

## 1. KEY INFORMATION

Head of Policy and Workforce	
<b>Employer</b>	Social Work Scotland Ltd
<b>Work location</b>	<p>Mix of working from home and office-based.</p> <p>Social Work Scotland office is based at the Mansfield Traquair Centre, 15 Mansfield Place, Edinburgh, EH3 6BB</p>
<b>Position type</b>	Full time (35 hours per week)
<b>Salary</b>	<p>Within the range £60,000 - £70,000 per annum (depending on experience); for exceptional candidates salary may be negotiated outwith this band.</p> <p>An annual 'cost of living' uplift to salary is normally paid at the start of each financial year, depending on inflation levels and Social Work Scotland finances.</p>
<b>Contract</b>	<p>Permanent (i.e. no end date)</p> <p>Secondments welcome; in such situations the precise contract length would be negotiated with the individual and their employer, but Social Work Scotland would be looking for a 2 to 3 year commitment at the minimum.</p> <p>All posts at Social Work Scotland are subject to a probation period, the precise length of which will be indicated in an offer letter.</p>
<b>Pension</b>	Provided by The People's Pension, with an employer's contribution of 6% and an employee contribution of 5% as standard. (Pension contributions may be made to existing pension schemes on request.)
<b>Equipment provided</b>	<p>Mobile phone and laptop.</p> <p>Docking station, monitor, keyboard, mouse, etc. (as required, for home working)</p>
<b>Benefits</b>	<p>Flexible working arrangements, in respect of the structure of your working week.</p> <p>We also offer a salary sacrifice schemes for Bike 2 Work, and through our membership of the Scottish Council of Voluntary</p>

	Organisations, employees can access a range of services, including financial support and mental health.
<b>Start date</b>	As soon as possible following a formal offer of the post. No later than beginning of August 2023.
<b>Application process</b>	<p>To apply, please provide the following</p> <ol style="list-style-type: none"> <li>1. A covering letter/email explaining why you want the job, highlighting relevant experience, and explaining how you meet the 'Person Specification' (detailed below). The letter should be between 800 and 1000 words.</li> <li>2. A completed application form, including details of two work or education related references. (Please state clearly if you do not want us to contact references prior to interview.)</li> </ol> <p style="text-align: center;"><b>Completed applications should be sent to:</b> <b><a href="mailto:admin@socialworkscotland.org">admin@socialworkscotland.org</a> by 09:00 on Tuesday 11 April 2023</b></p>
<b>Interviews</b>	<p><b>Interviews will be held in person on Thursday 27 April 2023, at the Mansfield Traquair Centre, Edinburgh.</b></p> <p>Shortlisted candidates will be invited for a 45 – 60 min interview, involving a mix of competency and scenario based questions. You may be asked to prepare a short presentation on relevant social work policy issues.</p> <p>Prior to an offer being made, Social Work Scotland may invite candidates to participate in a second, more informal interview, via MS Teams.</p>
<b>Contact information</b>	<p>If you have any questions please contact:</p> <p>Ben Farrugia (Director, Social Work Scotland) <a href="mailto:ben.farrugia@socialworkscotland.org">ben.farrugia@socialworkscotland.org</a></p>

## 2. ABOUT SOCIAL WORK SCOTLAND

### Who are we and what do we do?

Social Work Scotland is the professional body for social work managers and leaders. We are a membership body, with members coming from across the public, private and voluntary sectors. We exist to promote and support the development of the social work profession, and to influence and inform public policy affecting social workers, social services and local communities.

Upholding the values which underpin the social work profession, we give importance to every individual's experiences and voice, and seek to make social justice real through all that we do. We embrace change and encourage collaboration. We are committed to creating opportunities for our members and team through which individuals can develop as compassionate, creative and effective leaders.

### Our core objectives (as set out in Social Work Scotland's Articles of Association)

- a) Pursue social justice, human rights and equality for all of Scotland's citizens
- b) Promote the unique role, value and contribution of social work
- c) Articulate the expertise and insight of social work managers
- d) Inform the development and implementation of policy, at national and local levels
- e) Support high-quality and effective leadership within social work and social care
- f) Champion research and evidence as the basis of policy and practice
- g) Facilitate collaboration and practice improvement among social work and social care providers
- h) Shape the direction and development of social work in Scotland

To help deliver these objectives we facilitate a large number of committees and sub-groups, populated by our members. Among these is the Chief Social Work Officers network. Governance is provided primarily by the Social Work Scotland Board, which is made up of company and non-executive directors; it is chaired by Social Work Scotland's Convenor.

### Our Team

We have a small core team consisting of:

- Director
- Head of Policy and Workforce
- Administration and Finance Officers
- Communications and Engagement Manager
- Children and Families Policy and Practice Lead
- Adult Social Work Policy and Practice Lead
- Justice Policy and Practice Lead
- Child Protection Policy Advisor
- Digital Policy and Practice Advisor

We also host a number of other staff who are with us for a fixed time, working on a specific project (usually in partnership with Scottish Government or other national partner). At present these are the Joint Investigative Interviewing of Children Project (x 5 staff), Self-Directed Support Project (x 4), and the Social Work Education Partnership (x 5).

### 3. JOB DESCRIPTION

As Social Work Scotland's Head of Policy and Workforce you will provide operational social work insight and expertise across a diverse range of issues. You will retain oversight of all professional social work issues carried forward by the Policy and Practice Leads, who represent Children and Families, Adult, and Justice Social Work, and the Policy and Practice Advisors. You will take a lead for the organisation in national discussions around workforce planning, leadership, workforce learning and development, management and wellbeing. You will assist project leads in the delivery of their work programmes, connecting these into the work of the core Social Work Scotland team, and support colleagues and Social Work Scotland members to realise our organisation's objectives. Your role will include maintaining a broad overview of local and national issues emerging across all areas of social work, identifying themes that span the breadth of the profession, and ensuring the work of the organisation captures this in our consultation responses, briefings, and communications and position statements.

With the Director you will constitute the senior management of the organisation, linking in directly with Social Work Scotland's Board, local authority Chief Social Work Officers and key partners (such as the Office of the Chief Social Work Advisor) to set – and progress – the national agenda. You will be a visible representative of the profession, and you will assist others to articulate Social Work Scotland's positions in a number of high-profile forums and settings.

Your **key responsibilities** will be to:

*[Strategic / Policy / Workforce]*

1. Provide senior professional social work leadership within the Social Work Scotland team, offering advice and support to colleagues, members and partners.
2. Maintaining a broad overview of local and national issues emerging across all areas of social work, identifying themes that span the breadth of the profession, and ensuring the work of the organisation captures this in our consultation responses, briefings, and communications and position statements.
3. Lead on national workforce and leadership issues for Social Work Scotland, establishing relationships with key partners (OCSWA, SWEP, SSSC, SASW, employers, unions, etc.), providing detailed analysis and advice to members.
4. Coordinate activities to identify and meet the learning, skill development and support needs of social work leaders, managers and practitioners.
5. Support the Social Work Scotland Workforce & Resources Standing Committee, assisting with agenda setting, facilitation and delivery of actions.
6. Support the Chief Social Work Officer Standing Committee and the Highland and Island Chief Social Work Officer meetings, through agenda setting, facilitation, and delivery of actions identified.

7. Working with Chief Social Work Officers and the Workforce & Resource Standing Committee, lead on the development of national policies / procedures / protocols / statements pertaining to the management, support and wellbeing of social workers.
8. Maintain a broad and nuanced picture of Scottish political and policy developments relevant to social work and social care, including academic and other research. Provide insight and guidance to Social Work Scotland members when required. Lead on the production of consultation responses and briefings.
9. Represent Social Work Scotland's members on national groups and forums, or in collaborative work with national partners, or giving evidence to parliamentary or other inquiries.
10. When required, procure consultancy and/or research support to improve the organisation's understanding of critical workforce and resource issues; develop the specification and oversee project.

*[Management]*

11. Deputise for Social Work Scotland's Director.
12. Provide line management to Social Work Scotland's Policy and Practice Leads, relevant project leads, and other staff as identified by the Director. (Line management includes development of work-plans, coaching and support, supervision and feedback.) For all social work qualified staff at SWS you will support them, as necessary, to maintain their SSSC registration.
13. When required, hold corporate responsibility for specific national projects hosted at Social Work Scotland.
14. Assist the Director in the development of SWS as an organisation, and develop and implement plans for delivery of the organisation's objectives.

#### 4. PERSON SPECIFICATION

A qualified, experienced social worker (ideally up to senior management level), you are passionate about the value of social work and the development of the profession and social services. You have a high level of organisational ability, and can balance multiple tasks across a varied portfolio. You are keen to bring your insight and experience into national discussions. You are a proven leader, able to take people with you, but also provide what support is needed to enable others grow and excel. You are a credible representative of the profession, able to secure the trust and confidence of your peers.

You must be interested in expanding your knowledge base and understanding other's perspectives. Sound research and analytical skills help you do this. You are sensitive to others positions and needs, and able to plan and facilitate strategies which move us, with partners, towards shared goals. You are excited about this chance to assist Social Work Scotland's members to think through the issues of the day, and to support them to realise the opportunities that are available.

The post holder will have the following attributes:

##### **Essential Criteria**

1. Strong interpersonal skills, able to quickly build relationships and trust.
2. Broad but nuanced understanding of contemporary social work and social policy issues, across national, local and practice levels.
3. Educated to a degree level, with a professional social work qualification.
4. Minimum of three years' experience in a social work leadership position, evidencing responsibility for a team / service / operational area.
5. Demonstrable experience in leading change at a senior level, influencing colleagues and partners to achieve specific outcomes.
6. Coaching and mentoring skills, able to support colleagues to develop and improve.
7. Demonstrable high-quality spoken and written communication skills, able to synthesise varied information (including research and statistics) to construct coherent, evidence-based positions.
8. Highly organised, able to plan and deliver to specific timescales.
9. An ability to work flexibly and proactively, using initiative to manage a diverse workload.
10. Competent using MS Office (Outlook, Word, Excel, Powerpoint, etc.)



## **Desirable criteria**

1. Experience in a senior management position in a Scottish local authority or Health and Social Care Partnership.
2. Experience of working at the national level, engaging with Scottish Government, the Scottish Social Services Council, Care Inspectorate, etc.
3. Project management skills and/or experience.
4. Familiarity and knowledge with change methodologies, including specifically quality improvement and implementation science.
5. A track record of written output (including local policies and procedures, consultation responses, etc.).