

# Head of Protection and Permanence

Department	Centre for Excellence for Children's Care and Protection (CELCIS) ( <a href="http://www.celcis.org/">http://www.celcis.org/</a> )		
Faculty	Faculty of Humanities and Social Sciences ( <a href="http://www.strath.ac.uk/humanities/">www.strath.ac.uk/humanities/</a> )		
Staff Category	Administrative and Professional	Reference No	405729
Reports To	Director of CELCIS	Grade:	9
Salary Range:	£53,348 - £60,022	Contract Type:	Fixed Term (12 months)
FTE	1 (35 hours/week)	Closing Date	03/11/2021

## Job Advert

Change-makers sought! Do you want to help Scotland to Keep The Promise?

CELCIS, the Centre for Excellence for Children's Care and Protection, is an internationally recognised leading improvement and innovation centre based in Scotland at the University of Strathclyde. We are dedicated to supporting change and improvement for children in need of care and protection, their families and carers, and care leavers.

Focused on improving the lives of children and young people in need of care and protection and their families and carers, we support people and organisation's responsible for their care to make long-lasting changes in services, in systems and the practices and skills they use

We work with organisations and people across Scotland at local and national to level to realise The Promise of the Independent Care Review (2020). The focus of the work of this team is to support those across Scotland, who are working to ensure the stability and permanence of babies, children and young people and also ensure their protection from abuse, harm and neglect.

Our Head of Protection and Permanence leads on how we assist national and local government and their partners to develop and apply evidence-based ways to drive change and improvement in services and practices. The team covers Child Protection, Addressing Neglect, Permanence and supports effective decision making across Children's Services and will lead on the CELCIS contribution to the Scottish Government Child Protection Improvement Plan and delivery of support to CPC Scotland.

You will have an appropriate Degree, with significant experience of directly relevant roles and considerable experience of leadership and management contributing to and realising an organisation's strategic and business objectives. You will also have extensive experience of leading complex change projects which have delivered positive and sustainable change.

A member of our Strategic Management Team, you will share responsibility for the planning and delivery of CELCIS's [strategy](#) which prioritises supporting improvements in early help, effective decision making, and quality care, all underpinned by valuing the voice of lived experience. We are seeking a motivated individual with strategic management and leadership experience who can contribute to how we deliver our strategy and meet and exceed key stakeholder expectations.

All CELCIS staff are working remotely at home until the University has ensured it is safe and essential to work in the office (we are based in the Curran Building at the University of Strathclyde, Glasgow). Flexibility for blended working arrangements (from home, in the office, and travel to work with local partners as required for the role) may be available.

**Funding for the post:** Like all the team, the post is funded for 12 months, with a further 2 years of funding indicated by Scottish Government. CELCIS has received funding in this way from Scottish Government since 2010 where we agree our funding level every year, as well as agreeing the indicative level for the next two years.

Change is happening. Be part of it. Together we can make things better for children, young people and their families and carers. Apply now.

## Job Description

### Brief Outline of Job:

You will provide the strategic leadership for our child protection and early family support work, ensuring that we effectively manage existing work and generate new work prospects carefully and innovatively in line with our strategic objectives. You will work with key external stakeholders and across the organisation, understanding the principles of effective integration in order to ensure the successful delivery of key programmes of work and services with quality and with impact. In your role you will contribute to the development and implementation of [our Strategy](#) and business plan in the pursuance of its strategic aims and objectives, in line with Scottish Government policy and the requirements of external funders.

This post will report to the Director of CELCIS and will deputise as required.

### Main Activities/Responsibilities:

1.	Strategic leadership and management of all functions of the Protection and Permanence Hub, including: child protection, addressing neglect, permanence and effective decision making.
2.	Provide senior management leadership and support for CELCIS, working as part of Strategic Management Team (SMT) to deliver the Strategic Goals and core objectives as set out in the CELCIS Strategy and Business Plan.
3.	Support the application of improvement and implementation approaches to ensure the effective delivery of change programmes within the sector.
4.	Act as a principal point of contact for identified Scottish Government representatives and other funders to negotiate and manage the effective delivery of the programmes and other related activities to achieve the identified objectives.
5.	Disseminate conceptual and complex ideas to a wide variety of audiences using appropriate media and methods to promote understanding.
6.	Work across the organisation, take strategic and operational decisions with others, and apply effective and informed decision making, monitoring and reporting in complex situations.
7.	Represent CELCIS in strategic forums, networks taking an influencing and negotiating role, working with complexity and in political/sensitive areas of work.
8.	Provide leadership and actively work internally and externally to help realise The Promise and have an unwavering commitment to the voice of the care experienced community.
9.	Lead on and support the integration of work across the organisation, whilst connecting effectively with the wider University and our external stakeholders.
10.	Work with colleagues in CELCIS to negotiate and secure funding for relevant projects and activities.
11.	Lead responsibility for supervising, managing and developing staff within the Hub.
12.	Provide leadership in ongoing development and delivery of CELCIS Strategy, and strategic and business planning, taking account of the internal and external landscape and strategic positioning.
13.	Promote and support the CELCIS mission, vision, values and principles of governance and by personal example and quality of contribution, promote a culture of continuous improvement.

## Person Specification

### Educational and/or Professional Qualifications

(E=Essential, i.e. a candidate must meet all essential criteria to be considered for selection, D=Desirable)

E1 A relevant degree or appropriate professional qualification plus significant senior leadership and management experience.

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D1 Post-graduate qualification in relevant discipline.

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### **Experience**

E2 Significant knowledge and experience of delivering complex programmes of work

E3 Proven senior leaderships and management experience, including within the children sector.

E4 Knowledge and understanding of improvement and implementation theory and practice.

D2 Demonstrable experience and management of matrix arrangements.

E5 Demonstrable experience in managing resources including staff and stakeholders at multiple levels.

E6 Experience of coaching, motivating and developing a wide variety of staff.

E7 Experience of establishing, developing and maintaining strong and effective relationships with a range of stakeholders.

E8 Proven experience of strategic leadership of multiple complex relevant national programmes of work simultaneously.

E9 Experience of negotiating and securing funding for projects and activities.

E10 Strong track record of sound judgement and solution focussed approaches to decision making.

D3 Experience of working in conjunction with services for vulnerable children

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### **Job Related Skills and Achievements**

E11 Ability to manage change, learn and adapt in a highly complex environment.

E12 Demonstrable skills in managing resources including staff and stakeholders at multiple levels.

E13 Outstanding report writing skills.

E14 Strong negotiating skills and experienced in the application of techniques used to achieve conflict resolution.

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### **Personal Attributes**

E15 Commitment to Children's Rights and Participation.

E16 Openness to explore options and implement solutions which are not pre-determined

E17 Strong aptitude for effective team working.

E18 Creative and proactive.

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## **Application Procedure**

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Applicants are required to complete an application form including the name of three referees who will be contacted without further permission, unless you indicate that you would prefer otherwise. Applicants should also submit a Curriculum Vitae and a covering letter detailing the knowledge, skills and experience you think make you the right candidate for the job. Applicants should also complete the Equal Opportunities Monitoring Form.

## **Other Information**

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Further information on the application process and working at Strathclyde can be found on our website (<http://www.strath.ac.uk/hr/workforus>).

Informal enquiries about the post can be directed to Claire Burns, Acting Director ([claire.m.burns@strath.ac.uk](mailto:claire.m.burns@strath.ac.uk)).

### **Conditions of Employment**

Conditions of employment relating to the Administrative and Professional staff category can be found at: [Conditions of Employment](#).

### **Rewards and Benefits**

Our staff have access to a wide range of outstanding benefits that include financial rewards, family friendly and wellbeing benefits and career development opportunities, details of which can be found [here](#).

## PVG Check

This position involves regulated work, making it a legislative requirement that the successful candidate becomes a member of the Protection of Vulnerable Groups Scheme. If appointed, employment with the University will not be confirmed, until membership of the Scheme has been received. The successful applicant will be precluded from working with protected groups until that time.

## Pre-employment health screening

An offer of appointment will be subject to a medical assessment by Occupational Health. An individual who accepts an offer of employment must complete a confidential medical questionnaire and forward it to the Occupational Health Nurse within 5 days of receipt. If further information is required the individual may be contacted by the OHN or a Medical Advisor and a personal appointment with the individual may be arranged. An unconditional contract of employment will not be issued until Human Resources receives confirmation that applicant is fit to undertake the duties of the post.

## Probation

Where applicable, the successful applicant will be required to serve a 12 month probationary period.

## Pension

The successful applicant will be eligible to join the Universities' Superannuation Scheme. Further information regarding this scheme is available from [Payroll and Pensions](#).

## Interviews

Formal interviews for this post are expected to be held on 15/11/2021.

## Equality and Diversity

We value diversity and welcome applications from all sections of the community.

The University currently holds a Bronze Athena SWAN award, recognising our commitment to advancing gender equality in academia across all academic disciplines and professional and support functions.

## University Values

The University's Values capture what we're all about: who we are, what we believe in and what we stand for. [Our Values](#) have been derived from how we act and how we expect to be treated as part of Strathclyde.



# Conditions of Employment

## Administrative and Professional Services Staff Grades 6 and above

### 1. GENERAL CONDITIONS

Members of staff are subject to the Charter and Statutes and the Ordinances and Regulations of the University, published in the Calendar, and to any amendments or additions thereto approved by the University Court and, in the case of the Charter and Statutes, the Privy Council. Staff are also expected to familiarise themselves with, and adhere to, general University policies and procedures, as published on University web pages.

The University Court recognises Strathclyde University and College Union (SUCU) as the sole body with which it will negotiate and consult on all collective issues concerned with the terms and conditions of employment of Administrative and Professional Services staff in Grades 6 and above. Such terms and conditions may be varied by the University Court after negotiation and consultation with SUCU.

Each member of staff is responsible for the proper performance of allocated duties to the person or persons specified in the member of staff's letter of appointment and any accompanying papers.

The University is committed to ensuring that its business is conducted in an open and transparent manner and will take all appropriate steps to address risks of bribery or corruption. Members of staff are required at all times to act honestly and with integrity and to safeguard the resources for which they are responsible. The University has in place a robust Public Interest Disclosure (Whistleblowing) Policy to enable concerns to be brought to its attention. This is available at [www.strath.ac.uk/publicinterestdisclosure](http://www.strath.ac.uk/publicinterestdisclosure). Other relevant policies, e.g. Fraud Prevention and Conflicts of Interests, can also be found on the University's website.

Any member of staff may at any time be exposed to commercially sensitive information, information related to potentially valuable intellectual property or information which may otherwise be of a confidential nature. This information, which could be found anywhere in the University, may be written or disclosed orally, can include information of a commercial or technical nature, and may be owned by the University or by third parties. The University requires all employees to keep any such information confidential in the first instance and not disclose, publish or otherwise disseminate it without prior consent of the University. Such confidentiality obligations are commonplace and in the commercial interests of the University. When in doubt advice should always be sought from Research and Knowledge Exchange Services prior to disclosure.

The University operates probationary periods for new staff, the duration of which will be specified in individual letters of appointment. The normal probation period for posts in this staff category is 9 months for those at grades 6 and 7, and 12 months for grades 8 and above. Further guidance on probationary procedures is published at [www.strath.ac.uk/hr](http://www.strath.ac.uk/hr).

Further information on the terms and conditions specified in this document and other staffing policies and procedures can also be found at [www.strath.ac.uk/hr](http://www.strath.ac.uk/hr).

### 2. SALARY

Appointments are made at an appropriate salary point on the University's grading structure, with initial placing determined according to qualifications and experience. Increments are paid to staff on 1 April each year, when the employee has a minimum of 6 full months of service at the appointed grade, allowing progression to the next point on the salary scale until the top guaranteed point of the scale is reached.

Arrangements in relation to overtime, additional hours, non-standards and on-call working are published at [www.strath.ac.uk/staff/policies/hr](http://www.strath.ac.uk/staff/policies/hr)

Salaries are paid directly to staff members nominated bank account, normally on the second last working day of the month.

### 3. HOURS OF WORK

The normal working week is 35 hours. Unless otherwise indicated in an individual's letter of appointment, the normal hours are 9.00am to 5.00pm Monday to Friday with a one hour lunch break. Certain members of staff may be required to work some hours outwith this normal pattern and this should be agreed locally.

Overtime rates do not apply to staff grades 6 and above. Where a Head of Department/School/equivalent requests additional work, above the standard working week to meet the particular requirements of the Department, equivalent time off in lieu may be granted by prior agreement.

### 4. HOLIDAYS

Annual leave entitlement is 31 days per year to be taken by agreement with the line manager. For staff members working on a part-time basis, holidays will be calculated on a pro-rata basis.

In addition to annual leave there is an entitlement to eleven public holidays per year which should be taken on days that the University is closed for this purpose. The University presently closes for four additional days over the Christmas and New Year period. **These additional days count against the annual leave entitlement.**

For staff members working on a part-time basis, public holiday entitlement will be calculated on a pro-rata basis.

Annual leave and public holiday entitlements should be taken in the leave year to which they relate. Up to five days leave can be carried forward into the new leave year subject to line management agreement. In exceptional circumstances, Heads of Department/School/equivalent may approve carry forward of accrued annual leave in excess of five days.

The University's expectation is that staff take all accrued holidays prior to their termination date. If staff have exceeded their entitlement the University will deduct an equivalent number of days pay from final salary payments.



## 5. SICKNESS ABSENCE

During any period of absence through illness or injury provided the appropriate notification and certification procedures have been followed the University will pay a member of staff (having taken account of the aggregate of all periods of absence due to illness during the twelve months immediately preceding the first day of the current absence) as follows:

<b>Period of Continuous Employment at start of absence from work</b>	<b>Full Pay</b>	<b>Half Pay</b>
Less than 1 year	1 month	1 month
1 year but less than 2 years	2 months	2 months
2 years but less than 3 years	4 months	4 months
3 years but less than 5 years	5 months	5 months
5 years or more	6 months	6 months

In order to manage the University's sick pay scheme the University requires to maintain sickness absence records on individual members of staff. When making payments after the expiry of statutory sick pay the University will deduct an amount equivalent to any benefit normally payable by the Department of Work and Pensions. For full details on the general University policy in this area please refer to the Sickness Absence Management Policy at [www.strath.ac.uk/staff/policies/hr](http://www.strath.ac.uk/staff/policies/hr).

## 6. PENSIONS

If you are under age 75 at the date your appointment commences you will automatically become a member of the pension scheme operated by the University – the Universities Superannuation Scheme (USS). You will be admitted to the career revalued benefits scheme called the USS Retirement Income Builder, the contribution rate that currently applies is 9.6% of pensionable salary. A threshold applies to the maximum salary that counts towards the USS Retirement Income Builder. From 1 April 2021, the threshold is £59,883.65 per year. Contributions based on salary above the monthly equivalent rate of the threshold are paid to the defined contribution section of the scheme called the USS Investment Builder. Information regarding USS can be found in the scheme booklet located on the website: [https://www.uss.co.uk/-/media/Project/USSMainSite/Files/For\\_members/Guides/Your\\_guide\\_to\\_Universities\\_Superannuation\\_Scheme.pdf](https://www.uss.co.uk/-/media/Project/USSMainSite/Files/For_members/Guides/Your_guide_to_Universities_Superannuation_Scheme.pdf). The scheme booklet is called 'Your Guide to the Universities Superannuation Scheme'.

The University operates a salary exchange arrangement, Pensions Plus, for members of the USS. Pensions Plus enables pension contributions to be made in a manner so that both employees and the University can benefit from available National Insurance Contribution savings. You will be automatically included in Pensions Plus, provided it does not adversely affect your take-home pay or your ability to claim certain state benefits. If your earnings fall below the Pension Plus pay protection limit you will be opted out of Pension Plus. This will not affect your membership of the USS.

New members of staff may opt out of USS within three months of taking up appointment and will then be treated as if they had never been a member of the scheme. After three months members of staff who wish to withdraw from USS during their employment will be required to give a minimum of 28 days' notice in writing to the University. Any member of staff who wishes to opt out should contact the Pensions Section, Finance, in the first instance ([pensions@strath.ac.uk](mailto:pensions@strath.ac.uk)). Please note that if you are a member of Pensions Plus and withdraw from USS with less than two years of membership, or cease employment with the University and have less than two years of USS membership, the option of a refund of pension contributions will not be available to you. Instead, USS must provide you with a pension benefit that is payable from your Normal Pension Age. Regardless of whether you participate in Pensions Plus, if you are a member of the pension scheme for two years or more you are not entitled to a refund of pension contributions on leaving the scheme, you will be entitled to a pension benefit.

The University reserves the right to alter or withdraw Pensions Plus as it sees fit or as required to comply with legislative changes. Withdrawal or amendment of Pensions Plus will not affect your membership of USS. If you do not wish to participate in Pensions Plus but wish to remain in

the pension scheme please contact the Pensions Team who will provide you with a non-participation form.

Information regarding pension scheme membership can be found on the Pensions pages of the University's website. Full information regarding USS can be found on the USS website – [www.uss.co.uk](http://www.uss.co.uk)

## 7. PLACE OF WORK AND RESIDENCE

Members of staff will be based on the John Anderson Campus, unless otherwise stated in the letter of appointment. The Department/School in which the post is initially placed will be specified in the letter of appointment although there will be an expectation to work at such other places as required in the course of employment.

If the need arises for members of staff to work outside the UK for a period (or periods) of more than one month then such arrangements will be subject to mutual agreement. Members of staff would then be provided with a statement in advance setting out the terms covering such periods of employment.

The University does not normally place specific restrictions upon the place of residence of members of staff. All staff are, however, expected to reside in a location which is compatible with the satisfactory fulfilment of all the duties associated with their appointment.

## 8. CONSULTANCY/FURTHER ACTIVITIES

To support the strategic objectives of the University and to facilitate individual professional development, the University encourages staff to engage in professional activities with outside bodies related to their field of work. In many cases, such activity will be approved on the basis that it represents University knowledge exchange activity and should therefore be treated as part of the individual's overall workload and managed through the University's systems. It is also recognised that there will be some cases where an activity is entirely separate from the University and should thus be notified/approved as a personal business activity. For further information please refer to the "University Procedure in relation to Work for Outside Bodies including Consultancies", which forms part of the employment contract and can be accessed at [www.strath.ac.uk/hr](http://www.strath.ac.uk/hr)

## 9. DISCIPLINARY AND GRIEVANCE PROCEDURES

Further information on the University's disciplinary and grievance procedure can also be found at [www.strath.ac.uk/policies/hr](http://www.strath.ac.uk/policies/hr) or on request from Human Resources.

## 10. NOTICE AND TERMINATION

The employment of a member of staff is terminable by at least three months in writing, on either side; except during probationary period when the notice period is one month. If notice is being given by a member of staff earlier release may be granted if this can be arranged without detriment to the work of the department or area. If the appointment is for a fixed term it will expire at the end of the period without the necessity for notice. Fixed term contracts may be terminated by either party short of the expiry date by the serving of one month's notice in writing. The University is not obliged to continue a fixed term appointment beyond the employment period. For employees appointed above Grade 10, the notice period for both the employer and employee will be 6 months, except during the probationary period when a one month's notice period will apply. One month's notice will also apply for fixed term contracts terminated short of the expiry date.

Revised April 2021