



# City of Westminster

## ***Bi-borough Virtual School Headteacher***

### **What we value at Westminster**

Westminster City Council believes in creating a City for All where people are born into a supportive and safe environment, grow and learn throughout their lives, build fantastic careers in world-leading industries, have access to high quality, affordable homes and retire into the community with dignity and pride.

We work together to adapt to the changing needs of our communities – resulting in a dynamic atmosphere where ambition, diversity and creativity are celebrated.

### **Our culture**

At Westminster we have a culture of openness, transparency and integrity – where everyone has the opportunity to thrive and develop to be the very best.

The Westminster Way is the council’s commitment to our staff and is underpinned by three pillars:

- **Personal development:** Everyone has talent. We want everyone to thrive at Westminster and so we take the time to nurture talent – coaching and mentoring our people to be the very best.
- **Value our people and diversity:** Everyone is valued. We embrace our differences, to bring new perspectives to the future challenges of our city.
- **The Westminster Way of working:** Everyone is a leader. At Westminster we encourage everyone to develop themselves to have a growth mindset and an outward looking approach to provide the best service to our residents, businesses and visitors. We champion modern and agile working and an open and transparent outlook to the way we work.

In order to do the very best for our communities, we believe that our workforce should be representative of the people we work on behalf of, our residents. That’s why at Westminster we celebrate and embrace our differences.

We are passionate about creating a workplace where all can thrive, and where every single person has the opportunity to develop, grow and to be valued for their contribution.

**Portfolio/responsibilities of this role**

- To work with senior leaders and officers across Children's services to drive forward improvements in the achievement of children in care and care leavers
- To lead on the strategic development of the Westminster and RBKC Virtual schools
- To ensure effective service management of the two Virtual school service teams in each authority, including taking line management responsibility for operational leads
- To establish robust performance management quality assurance arrangements across service delivery in both Virtual School teams
- To lead on establishing strong partnerships with key local partners, including schools, working directly with designated teachers and senior leadership in a range of settings and the local authority's School Standards Team to drive up standards of education and attainment for children in care and care leavers
- Work closely with social workers, foster carers and residential key workers to raise their awareness about the importance of education for children in care and care leavers and ensure they treat it as a priority.
- To rigorously track and monitor attainment and progress data of children in the full range of educational settings as if attending a single 'virtual school'. This includes those educated within the authority and out of the authority
- To produce reports on the education progress of children in care and care leavers
- To produce an annual Self Evaluation Form, setting out an assessment and progress of the progress of all children in care and care leavers
- Establish clear and agreed cross boundary arrangements that meet the needs of Looked After Children educated outside their home local authority
- Work closely with relevant data colleagues to ensure robust data can be accessed and shared effectively to track the educational progress of children in care and care leavers
- Be proactive in engaging and collaborating with Virtual School Head in other local authorities
- Ensure that there are effective procedures in place to ensure all children in care have an up-to- date and effective Personal Education Plan.

- Organise and deliver training events for school staff, carers and social workers to drive awareness of the educational needs of children in care and those who were previously in care and dispel myths and stereotypes about their capacity to succeed
- Be proactive in disseminating good working practice and developing innovative solutions, especially in relation to supporting schools and social workers to have high aspirations of children in care during their school career and in progression to further and higher education.
- To ensure that the voices of Looked After Children and Care Leavers are met through active participation in Children in Care Council's and a wide-ranging enrichment programme
- Work with 14-19 partnerships and FE and HE providers to ensure that the needs of children in care and care leavers are being met through collaborative arrangements.
- To champion the needs of Looked After Children, Previously Looked After Children and Care Leavers across officers in Education, Family services and the local authorities, playing a key role in spreading effective practice in improving behaviour, attendance and promoting placement and school stability
- To participate in the London and national networks of Virtual School Heads in order to share best practice and be part of the wider group advocating for and challenging on behalf of Looked After Children and Care Leavers
- Responsible and accountable for managing budget of the team.
- Drive forward improvements and innovation in the service.
- Work in collaboration with key professionals in children and family services and education

The duties and responsibilities outlined in this job profile are indicative of the role; however, they are not exhaustive and may be subject to change. In addition, you will be required to undertake other reasonable duties as directed by your manager.

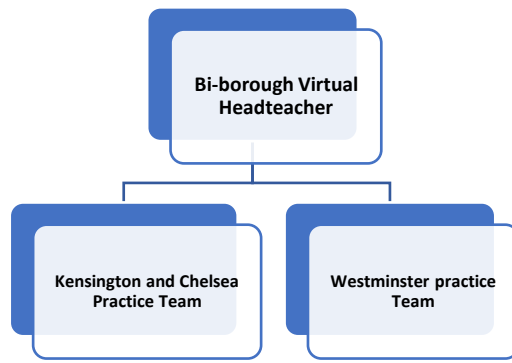
#### Budget and Staffing Responsibilities –

Westminster Team  
Staffing – 7 staff

Kensington and Chelsea Team  
Staffing – 6 staff

<p><b>What do we expect this role to achieve?</b></p>	<p>To take the lead role in Bi-borough Children’s services for advocating for the best education provision and outcomes for Looked After Children and Care Leavers</p> <p>To raise the educational attainment, training and employment prospects of Looked After Children and Care Leavers</p> <p>To have lead responsibility for the local authorities’ statutory duties relating to the education needs, provision and outcomes for children in care and care leavers</p> <p>Provide the vision and the professional leadership for the Westminster and Kensington and Chelsea Virtual School services, providing the strategic lead in developing the service in order to achieve the highest standards of achievement for children in care and care leavers</p> <p>To provide a senior corporate parenting service interface with Children’s services and the council via key decision making bodies including Policy and Scrutiny Committees, Corporate Parenting Boards and Family Services Leadership Team</p> <p>To lead, support and challenge professionals to secure the best possible educational provision and outcomes for children in care and care leavers and young people who are currently subject to a YOT order or ISS</p> <ul style="list-style-type: none"> <li>• To develop effective partnerships with schools, education providers and other professionals to ensure that additional support and resources for children in care and care leavers is used effectively and efficiently in line with departmental priorities</li> </ul>
<p><b>Band/Salary range</b></p>	<p>Band 5/Level 1 - £66,516-£74,472</p>

<p><b>Work style</b></p>	<p><b>Agile</b></p>
<p><b>Your manager &amp; team</b></p>	<p>Bi-borough Children’s Services Department</p> <p>Virtual Schools for Looked After Children &amp; Care Leavers in Westminster and Kensington and Chelsea and Bi-borough School Standards</p> <p>Reports to the Bi-borough Director of Education</p> <hr/> <p>Insert number of employees reporting into this role:</p> <p>There are 7 positions in the Westminster team and 6 in the Kensington and Chelsea team, direct line management responsibility to be agreed.</p>



<p><b>Experience</b></p>	<p><b>Essential:</b></p> <ul style="list-style-type: none"> <li>• Experience of/working knowledge of working with Children in Care, Care Leavers and children who have previously been Looked After</li> <li>• Substantial current or previous senior level experience in improving outcomes for children and young people in an education or local authority setting</li> <li>• Varied and substantial teaching experience including working with Looked After Children</li> <li>• A thorough knowledge and understanding of educational issues for Looked After Children and Care Leavers</li> <li>• A thorough knowledge and understanding of employability issues for Care Leavers</li> <li>• Understanding of a wide range of learning opportunities which are designed to re-engage young people</li> <li>• Experience of successful partnership working</li> <li>• A thorough understanding of the legislative framework underpinning the statutory guidance on the roles and responsibilities of designated teachers and promoting the education of looked after children and previously looked after children</li> <li>• Experience of successfully leading and managing a team</li> </ul> <p><b>Desirable:</b></p> <ul style="list-style-type: none"> <li>• Significant experience of implementing policy, strategies and project development involving innovation to promote change</li> <li>• Experience of working with young people in a social care setting</li> <li>• Experience of working with children and young people across education phases</li> </ul>
<p><b>Skills</b></p>	<p><b>Essential:</b></p> <ul style="list-style-type: none"> <li>• Excellent team management skills</li> <li>• Able to work collaboratively with a range of partners, including senior leaders in schools</li> <li>• Able to interpret and present clearly performance data</li> <li>• Ability to make clear and concise presentations, both orally and in writing</li> </ul>

	<p><b>Qualifications</b></p> <p><b>Essential:</b></p> <ul style="list-style-type: none"> <li>• Qualified Teacher Status/GTC registered</li> <li>• Good honours degree or equivalent</li> </ul> <p><b>Desirable:</b> Management Qualification</p>
<p><b>Corporate standards</b></p>	<ul style="list-style-type: none"> <li>• <b>Resources / Financial management</b> We expect you to manage delegated budgets, funding and resources in line with our processes and our Westminster Way</li> <li>• <b>Values and behaviours</b> Our values and behaviours are at the heart of everything we do. We expect you to work in this Westminster Way empowering, engaging and encouraging your teammates to deliver our corporate vision.</li> <li>• <b>Compliance</b> We expect you to ensure legal, regulatory and policy compliance in area of your specialism, identifying opportunities and risks and escalate/report where appropriate.</li> <li>• <b>Equality and diversity</b> We value equality and diversity as a city council and we want you to support and promote this in your day-to-day work.</li> </ul>
<p><b>Additional values and behaviours for Managers</b></p>	<p><b>People and Service Management</b></p> <ul style="list-style-type: none"> <li>• Role model the Westminster Way: <ul style="list-style-type: none"> <li>○ Demonstrate inclusive leadership</li> <li>○ Take the lead in driving initiatives</li> <li>○ Be proactive in being forward and outward looking, by regularly investing in own development.</li> </ul> </li> <li>• Driving forward performance by empowering staff to take the lead. Setting high standards, encouraging improvement and innovation. Supporting the team to achieve by adopting a coaching style of management</li> <li>• Having regular employee led conversations to develop our people – creating a safe environment for learning, taking time to understand their strengths and motivations, stretching them and coaching them to achieve.</li> <li>• Managing budgets responsibly – planning, monitoring and adapting budgets to respond to changing priorities.</li> <li>• Delivering the Medium Term Plan</li> <li>• Working within the democratic framework - understanding the democratic process and its role in public organisations, anticipating Member needs and responding to their feedback.</li> </ul>
<p><b>PACE</b></p>	<p>Our values and behaviours: Set the PACE</p>

	<p>The Values and Behaviours are essential criteria for each post. The bullet points alongside each value give examples of good practice or behaviours associated with that value. You will need to show that you meet each of the values to join us.</p> <p><b>Productive</b></p> <ul style="list-style-type: none"> <li>• We show initiative, drive and determination to get the job done; and constantly to improve what we do.</li> <li>• We determine the right course of action through listening to the needs of our customers</li> <li>• We are accountable for our actions and the decisions we make</li> <li>• We help others to be productive, independent and make informed decisions</li> </ul> <p><b>Ambitious</b></p> <ul style="list-style-type: none"> <li>• We are ambitious in creating new solutions which bring about substantial benefit</li> <li>• We challenge ourselves to be the best we can be</li> <li>• We take pride in providing public services to our communities</li> <li>• We work as a team to support one another to be the best we can be for our customers</li> </ul> <p><b>Collaborative</b></p> <ul style="list-style-type: none"> <li>• We provide local leadership and work with partners jointly to develop and deliver services</li> <li>• We listen to one another and respect one another’s point of view</li> <li>• We challenge one another respectfully and constructively, working together to resolve issues</li> <li>• We treat everyone with courtesy, fairness and transparency</li> </ul> <p><b>Enterprising</b></p> <ul style="list-style-type: none"> <li>• We seek the best deal when looking for ways to improve value for money and reduce cost.</li> <li>• We look for new ways to generate growth, income and maximise commercial potential</li> <li>• We take managed and considered risks to enable us to achieve the best outcomes.</li> </ul>
<p><b>Additional leadership values and behaviours for managers</b></p>	<p><b>People and Service Management (Delete as appropriate)</b> Managing excellent, cost-effective service delivery.</p> <ul style="list-style-type: none"> <li>• Driving forward performance - setting high standards, encouraging improvement and supporting the team to achieve. Having regular team meetings and one to one conversations about performance, including difficult ones when necessary.</li> <li>• Developing our people and our partners - giving people the scope to do well, taking time to understand their strengths and motivations, stretching them and coaching them to achieve.</li> <li>• Managing budgets responsibly – planning, monitoring and adapting budgets to respond to changing priorities. Delivering the Medium Term Plan</li> </ul>

- Working within the democratic framework - understanding the democratic process and its role in public organisations, anticipating Member needs and responding to their feedback.

#### **Leadership and Engagement**

Inspiring the team to deliver the corporate vision, embrace change and develop opportunities.

- Delivering the corporate vision – developing and communicating a direction for my service which keeps us focused on delivering the priorities of the corporate vision and makes it central to everything we do.
- Leading change - being realistic, transparent and clear on the challenges. Communicating the reasons for change and ensuring understanding. Inspiring people to get involved, to question, and to take change forward.
- Making difficult decisions – tackling issues proactively and finding solutions, being accountable for the decisions that have been made.
- Engaging staff, communities and customers - winning strong support through effective and regular communication, collaboration and feedback.
- Being commercial – creating opportunities to generate growth, income and maximise commercial potential.