



# West London Zone

## LINK WORKER MANAGER

### Application Pack

September 2017

## 1. Introduction

West London Zone (WLZ) is a fast-growing, highly innovative social sector organisation, which works in partnership with a group of charities to achieve the best possible outcomes for children and young people in West London. In future, it has the potential for replication in other cities in the UK.

**We are looking for a talented leader to oversee our growing team of Link Workers and further develop this area of our delivery in a period of significant and sustained growth. The WLZ team has a culture of high performance and we are seeking a dynamic individual who will work well in a fast-paced environment.**

The ideal candidate will have leadership experience in social care or education and must possess the high levels of energy, integrity and creativity that this exciting role demands.

Reporting to the Chief Operating Officer (COO), the Link Worker Manager will provide leadership of the Link Worker team as follows:

- Lead and manage WLZ Link Workers' work with children, young people and families.
- Support WLZ Link Workers' relationships in schools.
- Support WLZ Link Workers' management of WLZ partner charities' work with children, young people and families.
- Oversee WLZ Link Workers data collection and reporting to drive outcomes and evidence impact.
- Develop the professional expertise of the Link Worker role, and its approach in Early Years and School settings

## Key Terms

<b>Remuneration</b>	£35,000 - £38,000 per annum (depending on experience)
<b>Location</b>	West London
<b>Start</b>	As soon as available
<b>Contract</b>	Permanent, full-time
<b>Working hours</b>	8.30am to 5pm (with flexibility)
<b>Holiday</b>	25 days per annum (plus 3 between Christmas and New Year)
<b>Accountable to</b>	Chief Operating Officer

## 2. About Us

### Our vision

West London Zone is a start-up organisation that has been co-developed by our local community to deliver early intervention to improve the learning, wellbeing and character of children and young people. Our mission is that all children in our Zone arrive safe, happy and healthy in adulthood. This means that we want them to grow up ready for school, prepared for sustained and gainful employment, in good physical and mental health and able to forge positive relationships. We aim to achieve this by co-ordinating a range of local and national social sector organisations to provide support early, before problems escalate. We are inspired by the Harlem Children's Zone, the world's first Children's Zone, who pledge to do 'whatever it takes', over the whole period of childhood, to ensure children grow up well.

Over the next 10 years, we have an ambition that up to 13,000 children and young people age 0-25 years who live in our area of West London (3 square miles around the Harrow Road) and are at risk of poor outcomes in later life will benefit from our work. Our experience suggests that the challenges facing these children and young people are too numerous and complex for any one agency – including their families – to manage alone. The 'whole community', from schools to public services to neighbourhood groups and charities, is required to support each child to grow up well and achieve positive outcomes in life. Our aim is to change the community in our Zone over the long term, one neighbourhood at a time, until we cause a 'tipping point' which will change the narrative of children growing up here for good.

### Our work

Our initiative puts the child at the centre, with all stakeholders focused on the shared goal of improving outcomes for that child. We describe our delivery model as '**identify** children, **act** to support them, **monitor** their progress'. In summary:

- WLZ works in partnership with schools and children's centres to identify those children at risk of negative life outcomes using a unique assessment approach.
- We use this analysis to create bespoke packages of support, matching interventions to each child's strengths and needs so that the right children and their families receive the right support at the right time.
- We partner with local charities to fund and deliver support sessions aimed at improving outcomes for each child.
- This support is coordinated in schools and children's centres by WLZ's Link Workers, who take responsibility for every child and family being supported by WLZ, to assist their sustained engagement with their support and to broker relationships with groups in the wider community.
- The work is co-ordinated by a 'backbone' team who raise money, manage the work, and rigorously use data to drive children's improved outcomes in life as well as monitor their progress and the effectiveness of our partners' interventions.

### Our status today

In 2015-16, we conducted our pilot project, delivering support to 118 children and young people aged between 3 and 12 years in White City, Hammersmith with positive results.

The academic year 2016-17 was our first year of commissioned delivery. We worked with 132 school-age children between 5 and 16 years old in 3 schools in North Hammersmith and we are currently analysing our results. We have added a further 6 schools in North Hammersmith at the start of our Year 2, academic year 2017-18, and are engaged in positive discussions about expanding east and adding schools in north

Kensington.

Our work with school-age children is funded by a type of social impact bond, which we call a 'Collective Impact Bond' because it enables our work to be paid for by multiple local funders who each have a stake in improved child outcomes. The Local Authority, a child's school, and a local philanthropist, each contribute an equal amount for each child we work with, with additional 'top-up' funding provided from central government. This funding is contributed partly according to the results we achieve, increasing accountability for money spent.

We also conduct work in the Early Years, in nurseries and children's centres – currently funded by philanthropy with a view to trying to secure our first outcomes contract via our Collective Impact Bond in the future. In our pilot we worked in one nursery and we are adding 3 more during this delivery year 2016-17.

Our ambition is that as we prove our model of support in West London, it can be replicated in areas all across the country.

## **Our team**

We are a small team of highly committed and energised individuals who are totally focused on supporting the children and families we work with to improve their outcomes in life. We have a 'CLEAR' set of values that guide us in our work: Collaborative, Local, Evidence-led, Accountable and Relational. We have a huge ambition, but we are grounded in the realities of everyday frontline delivery work and effective partnership. We find that if we always put the child first in our thinking, our actions and our negotiations, we usually achieve progress.

What we are doing is challenging, but we are fiercely determined, highly motivated and completely dedicated to WLZ's long-term goal. We all have high expectations for ourselves, and everyone we work with. This is an opportunity to join an ambitious and dynamic team, which is focused on driving towards better outcomes for children and young people and evidencing impact.

## 3. Link Worker Manager: About the Role

### Purpose of role

WLZ is in the process of expanding its service to a number of new schools across Hammersmith and Fulham, and Kensington and Chelsea. We are looking to appoint a Link Worker Manager to provide leadership and management to this area of delivery, as well as to manage the strategic development of WLZ programmes in school and Early Years settings. This is a new role.

The successful candidate will be a driven individual who is comfortable liaising at very senior levels in schools. They will have successful experience of managing frontline delivery roles, and have the ability to balance professional support and development with a focus and drive on deliverables, targets and quality.

### Responsibilities

#### WLZ Link Worker Management

- Lead the team of WLZ Link Workers who engage with the children, young people and families and work to improve their outcomes in life.
- Support the WLZ Link Workers' relationships in schools, including their joint working with teachers, senior and support staff.
- Manage the WLZ Link Workers to meet outcomes targets in accordance with contract requirements.
- Provide frontline support to WLZ Link Workers to ensure best practice.
- Develop relationships at senior levels in schools in order to manage the strategic development of WLZ programmes in these settings.
- Support the WLZ Link Workers' organisation and management of WLZ partner charities' specialist work with children, young people and families.
- Lead delivery relationships with public sector agencies, particularly social workers, family practitioners and health visitors to ensure WLZ and statutory support are aligned for individual children and families.
- Lead the ongoing widening of the local network of support for children, young people and families in the WLZ community.
- Lead on WLZ community events and represent WLZ at local group meetings to forge positive relationships with other organisations
- Drive a culture of learning and improvement in the WLZ Link Worker team.
- Lead on WLZ Link Worker professional development and training.
- Build the WLZ Link Worker team as WLZ grows and supports more schools and children, young people and families.
- Oversee safer working and best practice and ensure all WLZ policies and practices with regard to frontline work are always up-to-date and fit for purpose.

#### Data management and reporting

- Oversee data collection and engagement and outcomes reporting by WLZ Link Workers to enable WLZ to monitor progress for children and young people and to provide evidence for our outcomes contract.
- Ensure data is conveyed transparently when necessary by WLZ Link Workers, according to confidentiality agreements between social sector partners, schools, WLZ and families.

- Refine WLZ Link Worker reporting to efficiently evidence impact of the work and to push forward continuous improvement of WLZ model.
- Support WLZ Link Workers to maintain detailed notes for intense need children young people and families in order to evaluate situations and develop responses to complex problems.

## Person Specification

### Essential

- Degree level education.
- 2+ years in a management role in education, social work, counselling, family support work or youth work.
- Proven ability to meet targets through the leadership and management of frontline delivery staff
- Share the passion and drive of the WLZ team to bring about a new system of support for children and young people in West London.
- Proven ability to build and maintain relationships with a wide variety of stakeholders across settings and sectors.
- Strong communication skills, both verbal and written, with multiple different audiences.
- Self-starting, solutions-focused and willing to 'roll-up sleeves' in a small team.
- Flexible and adaptable to changing landscape and evolving organization.
- IT competence for producing data reports in a variety of formats and managing Link Workers to do so.
- Able to prioritise time and use initiative to manage workload under pressure.
- Impeccable track record with regard to safeguarding children and young people.
- Able to observe confidentiality and adhere to WLZ's data protection policies.
- Ready to work in a high performance, data-driven culture.

### Desirable

- A connection with West London.
- Experience of working in small, high growth organisations.

As this is a new role, there is some scope to shape it around the skills and circumstances of candidates.

## 4. How to apply

- Please send a completed application form to [recruitment@westlondonzone.org](mailto:recruitment@westlondonzone.org)
- Applications received before 11pm on Sunday 15<sup>th</sup> October will be considered.
- The Assessment Day for shortlisted applicants will be on Friday 20<sup>th</sup> October – please keep this free. Shortlisted candidates will be notified by 5pm on Monday 16<sup>th</sup> October

**Note to Applicants:** Please ensure that the first part of your application form, which requests information on your education and employment history, is fully completed. Your supporting statement in the application form should then provide us with information regarding your fit for the job as summarised in the person specification. Should you be invited to interview with the WLZ team, we will ask questions to determine your fit with the WLZ competencies, values and job responsibilities.

### Equal Opportunities

West London Zone is an equal opportunities employer and welcomes applications from all suitably qualified persons.