



West London Zone

HEAD OF PARTNERSHIPS

Application Pack

MARCH 2018

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.

Our partner charities and organisations deliver specialist interventions, both in school and in the local community, which help to drive positive change and development in our children and young people to enable them to achieve better outcomes in life. The Head of Partnerships is a new role that reflects the need to set the strategic direction and drive the development of a WLZ partnership that can support children to drive towards better outcomes as we move through the current and forthcoming period of significant growth.

We are looking for a Head of Partnerships to lead the strategic development of our partnership. 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 partnership and/or relationship management in any sector, and must possess the high levels of energy, integrity and creativity that this exciting role demands.

Reporting to the Chief Operating Officer (COO), the Head of Partnerships will provide leadership of the WLZ Partnership as follows:

- Strategic direction and development of Partnership – in terms of its future configuration, breadth and depth
- Developing new and existing partnerships with social sector partners
- Leading on the planning, contracting and monitoring of delivery of support to children and families
- Leadership partner quality assurance and development - including management of human resources (line management of Partnerships Manager, and matrix management of partner delivery in schools)
- Setting a culture of collaboration and focus on shared impact, whilst supporting partners to deliver to high standards and ensuring accountability

Key Terms

Remuneration	From £40,000 per annum (upwards depending on experience)
Location	West London
Start	As soon as available
Contract	Permanent, full-time
Working hours	9am to 5pm (with flexibility)
Holiday	25 days per annum (plus 3 between Christmas and New Year) (increases by one day per year up to max of 30 days)
Accountable to	Chief Operating Officer

2. About Us

Our vision

West London Zone has been co-developed by our local community to deliver early intervention to improve the learning and wellbeing 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 'proactive identification, preventative support, lasting impact'. In summary:

- WLZ works in partnership with schools 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/or deliver support sessions aimed at improving outcomes for each child.
- This support is coordinated in schools 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. In 2016-17, we completed our first year of commissioned delivery, working with 132 school-age children aged between 5 and 16 years in 3 schools in North Hammersmith and a core partnership of around 12 charities.

Our initial success is encouraging – last year 85% of children engaged with their support to a 'high level' and 80% progressed in at least one outcome area, 62% no longer at risk of a mental health crisis. The demand

for our work is high with schools and nurseries asking us to come and work with them.

We have just started our second year of commissioned delivery in 9 schools in North Hammersmith and 3 in North Kensington and a core partnership of around 20 charities.

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, currently in 2 nurseries in North Hammersmith – funded by philanthropy with a view to trying to secure our first outcomes contract via our Collective Impact Bond in the future.

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. Head of Partnerships: About the Role

Purpose of role

The Head of Partnerships will direct, develop and manage the WLZ partnership of delivery organisations, as well as WLZ's interaction with networks, community groups and wider stakeholders.

This is a new role which starts at a crucial time in our development. We have experienced high demand for our service and have an ambitious growth plan. The Head of Partnerships will plan and direct the strategy for our partnership of local and national delivery organisations, and how we will meet the demands and needs of our schools, children and families. Furthermore, this role leads and manages the planning, development and quality assurance of our partnership.

Considerations in the strategic development of our partnership include;

- Finding the right balance in contracting and developing a set of core delivery partners to provide academic, wellbeing and strengths-based support
- Ensuring a focus on accountability and measurement, whilst fostering a sense of collective impact
- Retaining a local focus in our partnership, whilst ensuring depth to the number of partners delivering programmes
- Balancing the needs of our partners with the demands of our children and schools

The Head of Partnerships reports directly to the Chief Operating Officer, and works closely with other delivery managers to ensure a quality service for our children.

Responsibilities

Strategic Direction and Development of Partnership

- Direct the partnership development strategy required to meet demands of ambitious zone-wide growth of an organisation delivering 'whole child' support for better outcomes - in terms of type, scale and scope of partners
- Analyse support needs, trends and supply across Zone in order to plan for partnership development
- Contribute to the analysis and evaluation of partner impact in order to direct future partnership development strategy
- Positively nurture the relationship with wider stakeholders and other network and community partners to ensure ongoing engagement with WLZ.

Developing Partnerships with Social Sector Partners:

- Working with the COO, Partnerships Manager and Link Worker Manager, lead on the development of a business development strategy to attract new social sector partners
- Lead on creative new approaches to meet new partners and secure their support
- Manage existing relationships with social sector partners, fostering our value of collaboration
- Cultivate new networks of partners and potential partners
- Meet with potential partners to present the work of WLZ and utilise engagement opportunities to attract new social sector partners
- Keep current partners updated of our work, both through face-to-face meetings and written updates/reports
- Maintain records for all potential and current partners, and ensure reporting is accurate and timely

- Invite organisations to consider our joining criteria and conduct the partner joining process if appropriate

Planning, contracting and delivering support

- Direct contracting process so as to maximise efficiency, build a core base of support, and build in flexibility to meet support needs across the zone
- Develop contracting terms including parameters for measurement, as well as format, timing and process for data collection and sharing (working closely with the Data and Systems Manager).
- Finalise WLZ approach regarding the delivery partner joining criteria/process to ensure that it is robust and adequately meets WLZ's objectives.
- Support the Data and Systems Manager to develop the WLZ Data System to ensure that the infrastructure is fit for the task of managing performance, while minimising burden on partners.
- Review WLZ partnership expectations, processes and procedures according to feedback and finalise documentation for WLZ partnership manual.
- Manage relationships with delivery partners including any internal allocation of relationship coverage and ensure adequate WLZ-wide management of all partner relations.
- Manage partner budget and payment processes, working directly with the CFO to ensure accuracy and cost management fit for purpose, working directly with partners to ensure timely and accurate invoicing.
- Work seamlessly with the Link Workers and schools to facilitate delivery of support.

Quality assurance and development

- Ensure all partners are delivering to WLZ partnership's shared goals for children and young people
- Direct the quality assurance process, ensuring quality delivery and contractual obligations are met, whilst maintaining a sense of shared purpose and collaboration with partners
- Further develop and nurture the delivery partnership through holding working and learning groups on key areas for development

Management

- Line Manage 1 x Partnerships Manager
- Matrix management responsibilities across all Link Workers when mobilising partner support in schools

Competencies according to WLZ core values

Collaborative

- *Positively assertive – able to enforce accountability while maintaining a relationship*
- *Empathetic and open-minded, willing to listen and learn from all stakeholders whilst striving to achieve the WLZ mission*
- *Collaborative approach to teamwork and management across levels*
- *Flexible and adaptable, as required for working in a small, start-up team*
- *Responsive to feedback*

Locally rooted

- *Sensitive to the partner network dynamics*
- *Able to develop your own knowledge with regard to local provision available for children and young people and in WLZ focus areas of support*
- *Seen as a trusted leader and role model across the partnership*

Evidence-led

- *High standards for yourself – consistently produce quality output of work to highest standards of accuracy and completeness, within deadlines*
- *Creative, able to propose new ideas to solving problems using analysis and evidence of methods*
- *Strong analytical skills with regard to partner joining and with regard to development of WLZ model, with clear evidence of methods to generate ideas*

Accountable

- *Manage your own and others work including prioritising, planning and completing multiple tasks to deadlines without compromising quality of work*
- *Strong leadership skills*
- *Consistent management of direct reports and clear contribution to senior management leadership*
- *Able to anticipate problems, analyse the detail and deal with them quickly*
- *Able to build morale and commitment to shared goals*
- *Listens to others but showing appropriate leadership*
- *Self-starting, with ability to show initiative and explain methods*
- *Willing and able to share knowledge with regard to new, relevant initiatives*
- *Able to observe confidentiality with regard to sensitive information*

Relational

- *Strong relationship skills - ability to establish and manage your own relationships with a range of stakeholders*
- *Strong marketing skills for bringing in new delivery and network partners*
- *Strong interpersonal, written and oral communication skills with different audiences*
- *Willing and confident about networking and developing new relationships*

Person Specification

Essential

- Degree level education.
- Fluent written and spoken English, with excellent presentation skills
- 2+ years in a senior role in partnerships or relationship management
- Experience of balancing changing priorities and responding to delivery needs, with strategic development
- Experience of developing partnership strategy
- Experience of contracting organisations to deliver services
- Proven ability to build and maintain relationships with a wide variety of stakeholders across settings and sectors
- 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
- 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.
- Ready to work in a high performance, data-driven culture

Desirable

- A connection with West London
- Experience of working in small, high growth organisations
- Knowledge of safeguarding children

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
- Applications received before **11pm on Tuesday 27th March** will be considered
- Due to expected volume of applications, we regret to say that only shortlisted candidates will receive a direct reply. If you have not been contacted by Thursday 29th March, you have not been shortlisted
- Interviews will be w/c 9th April

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.