

Head of Early Years and Prevention

Job Description

Title	Head of Early Years and Prevention
Reporting to	Director – Clinical Division
Employer	Anna Freud Centre
Salary	£77,000 to £80,000 per annum FTE, plus 6% contributory pension scheme
Location	The Centre is moving to a hybrid model of work, and from January 2022 staff will be required to attend in person at our London office in King's Cross (Anna Freud Centre, 4-8 Rodney Street, London N1 9JH) for up to 40% of their working hours.
Working hours	Part-time (28 hours per week) – job share will be considered
Holidays	27 days plus Bank Holidays (includes Christmas closure days) FTE
Term of contract	Permanent

The Anna Freud National Centre for Children and Families

The Centre is the leading national charity supporting young minds through innovative therapeutic practice, training and research. Our vision is a world in which children, young people and their families are effectively supported to build on their own strengths to achieve their goals in life. We care for young minds in five main ways:

1. Researching the underlying causes of childhood emotional distress using the latest neuroscience techniques;
2. Developing, piloting and evaluating new, cost-effective interventions and treatments for children and families facing mental health difficulties;
3. Supporting mental health and education services to improve their practice, through the collection and evaluation of outcomes data and shared decision making;
4. Offering teaching and training courses and building a global network of researchers, clinicians and mental health, social care and education professionals to ensure that new knowledge and ideas are shared as widely as possible;
5. Providing advice and leadership to national policy initiatives focused on improving children and young people's mental health.

Children, Young People and Families are at the heart of everything we do; we are committed to discovering and understanding the best way to help children, parents and professionals. We believe our impact comes from partnership and collaboration.

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Children, Young People and Families are at the heart of everything we do; we are committed to discovering and understanding the best way to help children, parents and professionals. We believe our impact comes from partnership and collaboration. The Centre works in close partnership with a wide range of service providers, voluntary sectors and academic bodies including the Tavistock Clinic, UCL and Yale. Also within the Centre is the Evidence Based Practice Unit (EBPU) a service development and evaluation unit based jointly across the Centre and UCL committed to developing and using evidence to inform best practice. The Centre leads on the School in Mind network and has supported the establishment of Pears Family School – an innovative provision providing excellent education and mental health support for children and parents together, for children aged 5-14 years excluded from mainstream education. Although a separate legal entity, Pears Family School has a close relationship with the Centre. In April 2019, the Centre opened its new Centre of Excellence in King’s Cross and Pears Family School is now located alongside us in our new building.

The Centre collaborates with UCL in offering a unique portfolio of postgraduate programmes in child and adolescent mental health, covering both clinical training and research, ranging from certificate to doctoral levels.

The Centre should be demonstrating “best practice” in creating the best and safest conditions for child mental health work. We try to achieve this in ways that could be emulated by any organisation seeking to do right by children and families. This means that all staff need to be appropriately trained in ensuring children and vulnerable adults are safe (Safeguarding), our staff are safe (Health and Safety), our information about people is safe (Information Governance) and that we include everyone equally irrespective of their identity and background (Equality and Diversity).

The Centre values diversity and aims to have a workforce that reflects this. We encourage applications from all sections of the community.

The Early Years and Prevention Department

The Centre’s Early Years and Prevention (EYP) Department is nationally and internationally renowned, with a focus on developing and testing innovative and specialist psychological approaches for families with babies and pre-school children in universal, targeted and specialist areas of work.

The EYP Department is organised by a cultural-attachment-trauma framework and uses psychoanalytic, play, mentalization and parental sensitivity models of practice. Furthermore, the EYP Department spans direct provision of service to maintain clinical proficiency, with a focus is on training and supervision of practitioners so that both the overall model and effective interventions become widely spread across the country and internationally. Currently our early years strategy focuses on the following key thematic areas:

- Looked after children and their families;
- Children affected by parental mental health difficulties;
- Children in a nursery and childcare setting;
- Children from 0-19 in local authority early intervention settings.

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A suite of clinical, research, communication and training programmes is included in the EYP portfolio, including the following:

1. **Therapies and support for parents and their infant/child** – delivering dyadic, triadic and group parent-child therapy to parents and babies and young children with difficulties in their relationships. This includes video-feedback for positive parenting (ViPP), Anna Freudian parent-toddler groups, mentalisation-based therapy (MBT) and psychoanalytic parent-infant psychotherapy (PIIP). The EYP also provides web-based guidance and support via visual, audio and written resources that are co-produced by paid parents and carers, for parents and carers.
2. **Early Years in Mind digital learning network** – the network promotes and communicates the Anna Freud Centre's work in attachment-informed practice to front-line professionals working in early years settings, such as nursery staff and child minders, via the establishment of a virtual Early Years Network, which involves newsletters, podcasts, e-learning and events.
3. **National Centre for Family Hubs** – funded by the Department for Education to "champion Family Hubs to serve vulnerable families with the intensive, integrated support they need to care for children – from the early years and throughout their lives". The National Centre will be a virtual resource hub and learning network (supporting by a series of dissemination events) to showcase and spread best practice on integrated family service models to Local Authorities across England.
4. **Early Years Training and Conference** – we are involved in delivering specialist supervision and training to a wide range of clinicians and practitioners in the early years workforce – including psychologists, psychotherapists, health visitors, stay and play workers, family support workers, and social workers. This includes short courses as well as longer term courses such as the BPC accredited Psychoanalytic parent infant psychotherapy course. Each year we also support a large national conference to showcase EYP innovations and research and learning from international early years experts.
5. **Early Years postgraduate qualifications** – the EYP work closely with the Centre's postgraduate studies programme to deliver the PGDip CYP IAPT Therapy for under 5s and the MSc Early Child Development and Clinical Applications, which includes a one year clinical placement in the early years team.
6. **Early Intervention Research Group** – the EYP hosts a range of research projects, from small scale MSc projects to large scale nationally funded trials. Most recently, the EYP has been awarded funding by the National Institute of Health Research (NIHR) Health Technology Assessment (HTA) funding stream to conduct a large, multi-site randomised controlled trial (RCT) examining whether the Circle of Security-Parenting™ (COS-P) programme is effective in improving maternal psychopathology and the parent-infant relationship.

Overview of the post

The Head of Early Years and Prevention will be part of the leadership team for the Clinical Division and will sit alongside two other Departments: Family Trauma and Psychological Treatment Development. The main purpose of the post is to lead, develop and manage the work of the department in agreement with the Division's Director. The Director will set the overall strategy for the Division in line with the Centre's strategic priorities. The Head of Department will work with the Director to develop the Department team, its strategy, and operational plan.

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One of the Centre's key strategic aims is to expand diversity and inclusion across the organisation. Heads of Department are expected to make this an integral part of their Department objectives.

The post-holder will ensure effective cross Division collaboration by working in partnership with other Heads of Department within the Division. They will also be expected to have a key role in promoting links between different Divisions and enabling connections between areas of expertise within the Centre. Part of this is supporting young people so that they and their carer's views are fully represented across all areas of the Centre's work.

Department Heads are required to manage the Department annual budget in consultation with the Director, to ensure the Department meets its financial objectives. This requires effective monitoring of budgets and projected forecasting, including review and input to the monthly financial management accounts. The post-holder must ensure all Department activities are adequately financed and that any contractual arrangements are soundly based and carefully monitored.

In consultation with the Director, the Department Head must ensure there are effective audit and evaluation procedures in place, including all relevant data for the production of the Centre's quarterly Impact Dashboard.

Department Heads are expected to be strong line managers with clear overall management responsibility for staff in their Department, with minimal advisory input from the Director. Heads must support staff development by ensuring staff participate in the annual review process, attend internal and external CPD training as required, and attend all Centre mandatory training.

The Head of Department must have outstanding communication skills and be able to confidently represent the work of the Department and deputise for the Director when required. They must have extensive experience and insight into early years clinical work. This will include the ability to liaise and network with a variety of external professionals to support existing partnerships and collaborations with key organizations, developing further links as appropriate.

All Heads of Department will contribute to a range of Centre-wide operational activities, including contributing to recruitment panels outside their Department activities, contributing to the on-going Centre-wide Risk Assessment procedure and monitoring processes, and supporting Fundraising and Communications activities.

Duties and responsibilities

This post will provide overall leadership for the Early Years and Prevention (EYP) Department within the Clinical Division. The post will require both strategic and clinical expertise and it is recognised that this is a wide range of knowledge and skills. As such the post could be covered by one post-holder or could be shared between two post-holders with each taking lead responsibilities for different parts of the work of the Department.

There are a number of clinical projects in early years which have important overlaps with projects in the Family Trauma Department and consideration will need to be given as to how best these respective projects in the two Departments should coordinate their work in order to ensure the best use of clinical expertise and experience in both Departments. Cross-programme leadership will be needed. These early years projects are:

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- *Post adoption and special guardian (SGO) assessment, intervention and training* to social care networks and families supporting these children. This could be closely linked with the post adoption senior clinician lead in the Family Trauma Department.
- *Reflective Parenting, Mind the Dad and SGO groups*. This work could be closely linked with the clinical lead for Reflective Parenting supported by other consultants and trainers to provide training across the two programmes.
- *Pause and edge of care court work*. This could be closely linked with court assessment and treatment work in the Family Trauma Department. The management of this project lead is based in the Family Trauma Department currently.

Delivery

Strategic

- To provide strategic leadership and operational management to the EYP Department.
- To have overall responsibility for the development and implementation of the EYP Strategy and ensure its continued development.
- To provide strategic leadership, oversight and management to the DfE Family Hubs Programme.
- To ensure the necessary professional skills and expertise are available to deliver a high quality programme.
- To strategically oversee, and by exception to lead contractual arrangements and relevant meetings with early years providers and commissioners.
- To represent the EYP Department at leadership forums both inside the Centre and in national programmes.
- To support the evaluation, monitoring and development of the EYP's clinical treatments and projects, including stakeholder reviews and contract meetings and discussions to identify the impact and effectiveness of these approaches on outcomes for children.
- To offer reflective programme supervision to members of the EYP Department.
- To contribute to the marketing and presentation of the EYP Department to commissioners and philanthropic funders.
- To report to the Clinical Director on the Department performance against agreed key performance indicators for the Department.
- To hold clinical governance responsibility for clinical work within the early years department and to be a member of the Safeguarding Oversight Group (SOG).
- To contribute to the Clinical Governance Leadership Group as agreed with the Clinical Director.

Clinical

- To provide clinical leadership for the EYP Department.
- To work in partnership with EYP teams and families to assess and respond to the psychological needs of babies, infants and their carers experiencing social, emotional, mental health or behavioural difficulties through undertaking assessments and delivering innovative interventions.
- To ensure the necessary professional skills and expertise are available to deliver high quality clinical treatments.
- To develop clinical projects and programmes and deliver them on time and on budget.
- To lead and participate in the evaluation, monitoring and development of the EYP Department, including stakeholder reviews and contract meetings and discussions.
- To offer highly specialist clinical supervision to clinical staff in the EYP Department.

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- To analyse activity data on an ongoing basis, outcomes data, supervision material, positive feedback, and complaints, to determine areas of strength and service development needs.
- To develop clinical projects and programmes and deliver them on time and on budget.
- To maintain the highest standards of clinical record keeping including electronic data entry and recording, report writing and the responsible exercise of professional self-governance in accordance with professional codes of practice of the post-holder's professional body.
- To ensure all work is sensitive to the needs of a range of ethnic, cultural and religious groups, is gender sensitive, anti-discriminatory and values diversity.
- To complete appropriate returns on caseload, appointments, consultation and referral sources and any such information as required.
- To collect information and data to demonstrate measurable outcomes against agreed objectives.
- To develop user participation and coproduction systems for the SOT.
- To compile data for quarterly monitoring reporting and produce outcome reports for senior management including budget reports as required.

Monitoring and evaluation of risk

- To work within the appropriate school, local authority and Centre Safeguarding and other guidelines, by reporting to and liaising with the Head of Safeguarding Oversight Group, other staff and external agency staff as appropriate.
- To monitor and evaluate risk to children and young people, adolescents, their parents/carers and families and networks.

Budget

- To be responsible for overall financial management of the department and delivering the early years programme of work in line with agreed departmental budget.

Income generation

- To develop new clinical projects consistent with the strategy for the EYP Department and in line with emerging evidence of effective practice.
- To contribute to the marketing and presentation of the EYP Department to commissioners and philanthropic funders.

Leadership

- To be part of the Clinical Division leadership group.

Cross collaboration

Liaison with Education and Training

- To take the lead in collaborating with the Director – Education and Training Division to develop a proposal for an Early Years Masters Course at UCL.
- To establish a framework of placements in the EYP Department for postgraduate students.
- To put in place a framework to monitor placements and ensure the placement experience for all students is of high quality and appropriately supervised.
- To maintain effective communication with Programme Directors, Clinical Tutors and Module Leads when required.

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Liaison with Central Support Services

- To take the lead in collaborating with the Fundraising and Communications Team in developing the strategy for the EYP.
- To work with Central Services in developing relationships with donors and commissioners.

Continued professional development

- To gain additional experience and training relevant to the service (to be agreed with the Director – Clinical Services).
- To maintain and develop skills in the area of professional teaching, training and supervision.
- To contribute to the development and maintenance of the highest professional standards of practice, through active participation in internal and external CPD training and development programmes, in consultation with line managers.
- To take part in the Centre's annual review and development programme.

Other

- To maintain an awareness of and actively follow and promote the Centre's policies, including Equal Opportunities, Health and Safety, Safeguarding and Information Governance;
- To complete all Centre mandatory training, including but not limited to Safeguarding, Health and Safety, Equal Opportunities and Information Governance, within the required timescales;
- The welfare of the children, young people and vulnerable adults who come into contact with our services either directly or indirectly is paramount and all staff have a responsibility to ensure that best practice is followed, including compliance with statutory requirements.

To be noted

This is not an exhaustive list of tasks; the post-holder will be asked to undertake any other ad hoc tasks commensurate with the scope and purpose of this post.

This job description reflects the present requirements of the post, and as duties and responsibilities change/develop, the job description will be reviewed and be subject to amendment in consultation with the post-holder.

The post-holder will be required to have an enhanced DBS disclosure which the Centre will apply for.

September 2021

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