

## ***Changing Faces***

### **Job Description: Interim Head of Children and Young People's Service**

The Head of the Children and Young People's Service (CYPS) is responsible for the development, direction and management of the Service within our Individuals Programme, supporting children and young people with disfigurements, and their families. The CYPS aims to enable children, young people and families who contact *Changing Faces* to increase their self-confidence and self-belief through our disfigurement life-skills training programmes.

An Interim Head is sought to bridge an anticipated gap of approximately 3 months between the current Head's departure at the end of March, and the implementation of the conclusions of a current review of organisational structure.

The Head works with the agreed objectives and outputs for the CYPS as defined in our Strategic Plan 2009-2014 and is accountable to the CEO for the use of agreed resources of staff, time and money for the Service.

Each Head is expected to spend between 20-50% of a full-time post on their management responsibilities, the proportion depending on team size etc and agreed with CEO for each Head. The rest of their time is spent on hands-on work in projects and services.

As well as being responsible for the CYPS, the Head is a member of the charity's Management Team which has the collective responsibility with the CEO for the management of the charity's affairs (i.e: strategy, programmes, operational efficiency) to achieve the goals in the Strategic Plan.

### **Background to the Interim Head's work**

*Changing Faces'* mission is to work for a better and fairer future for people who have disfigurements to their face or body from birth, accident or disease, and their families. It is the UK's leading disfigurement charity, based in London with an annual income of c £1.4 million and a 30-strong team of specialists – counsellors, teachers, disability equality trainers, policy and communication experts.

**The charity aims to support and represent people with disfigurements in the UK and around the world to achieve their full potential, receive excellent health, education and employment opportunities and be fully included in their society.**

Our focus is on the psychological and social impact of disfigurement on the life of anyone who experiences it – and we are committed to enabling everyone, whether or not they have a disfigurement, to face it with confidence. In today's increasingly appearance-conscious world, our ethos is that it is perfectly OK to look 'different' – and indeed, anyone who does has every right to be accepted, supported and included in all aspects of life.

We have three Programmes:

1. **CARING**: our Adult Service and Children and Young People's Service teams build the self-esteem and self-confidence of children, young people and adults (and their families) who contact the charity to meet the challenges they face
2. **ACTING AS A CATALYST**: Our Professional Advisory team informs and trains professionals in health and social care, education and in the workplace to promote improved psycho-social care, inclusive schools and colleges and prejudice-free employment and customer services for people with disfigurements

3. **CAMPAIGNING:** Our Campaigns and Communications team works with the general public, the media and cultural opinion-formers to promote face equality principles and bring about changes in attitudes and behaviours that limit the life prospects of people with disfigurements

Our UK Network of Officers in Wales, Scotland, Northern Ireland and the England regions, contribute to and support all aspects of the charity's work, and all our work is supported by our Fundraising and Operational Support teams.

## **Responsibilities and accountability of Heads**

*Changing Faces* appoints Heads for its main Programmes/Teams whose responsibilities are:

- To develop and agree an annual Programme Plan in line with the Strategic Plan
- To manage the Individual Plans, priorities, workloads etc of each member of their team
- To develop effective team working within their team and with other Programmes
- To participate in delivering elements of the programme Plan as appropriate
- To lead the recruitment of team members (including job specification, interviewing etc)
- To conduct annual appraisals and personal development reviews with all team members
- To manage an agreed budget
- To be involved in new project development
- To contribute to the development of proposals/applications for funding/grants/donations
- To prepare reports on projects and services for grant-givers, donors etc
- To be the public face of the charity within their area of operation as appropriate
- To provide input into the Management Team with reports on their Programme/Team.

Heads are managed by and accountable to the CEO for all aspects of their Programme/Team.

## **Responsibilities of the Management Team**

The Management Team, composed of the Heads of Programmes/Teams, has collective responsibility for the management of the charity's affairs (ie: strategy, programmes, operational efficiency) to achieve the goals in the Strategic Plan. It is accountable to the CEO and ultimately to the Trustees for all decisions made.

The Management Team will work closely and collectively with the CEO:

- To ensure that the agreed objectives of the Strategic Plan are carried out
- To ensure co-ordinated decision-making relating to Programmes of work of the charity
- To communicate decisions effectively and in a unified way to the whole staff team and to other stakeholders when appropriate.

The Management Team takes collective responsibility for decisions relating to all Programmes of work and ensures that effective collective contracting and negotiation of work exists across the entire organisation.

## **Job Responsibilities**

The CYPS's aim is to enable children, young people and families who contact *Changing Faces* directly or through one of their professionals to feel understood and more positive about their appearance and quality of life by increasing their self-confidence and self-belief through our disfigurement life-skills training programmes.

The Head's primary responsibility is to ensure effective delivery, evaluation and continuing development of the CYPS activities. Leading a team of two Child and Young People's

Specialists (each 0.6 wte), Young People's Participation Specialist (0.6 wte), two School Specialists job-sharing (total 1.2 wte), supported by our National Information and Advice Worker (1.0 wte) the Head is responsible for the delivery of the following five objectives:

1. To provide one-to-one support including counselling, face-to-face and by phone
2. To organise group/family events around the UK to allow individuals/families to meet, share experiences, and find ways to manage health care, education and social issues
3. To work with teachers and other professionals to support children in schools
4. To develop resources and advice for children, young people families and teachers about living with a disfigurement, and about support groups and professional organisations.
5. To develop the Young People's Council, which informs the development of *Changing Faces'* services

The Interim Head's work will be approximately 50% management and programme development, and 50% hands-on work, predominantly in areas 2 and 4 above.

Clinical supervision is available.

## **Person Specification**

The Interim Head of Children and Young People's Services is based at *Changing Faces* HQ and will demonstrate:

### ***Professional characteristics***

#### Essential

- A recognised, post-graduate qualification in psychology, nursing, counselling, child development, social work or similar, allowing direct work with children and/or young people in a therapeutic/empowering/health care setting
- Experience of managing specialists/staff in working with children, young people and families in a therapeutic/empowering context (excluding supervision and training)
- Understanding of psychological principles as they apply to health care and education
- Understanding of Child Protection issues and ability to manage related challenging situations
- The ability to manage a multi-disciplinary team
- Familiarity with health and social services, education and the voluntary sector
- The ability to liaise and work with staff and organisations at all levels
- Experience of strategic policy development, report writing on service monitoring etc
- Experience of evaluation and applied research within a clinical setting.

#### Desirable

- Understanding of the complex issues experienced by children, young people and their families when growing up with a medical condition that affects appearance

### ***Personal characteristics***

#### Essential

- An efficient self-starter able to take both responsibility and initiative and to work closely with other members of our team in a collaborative way
- Attention to quality and detail
- Excellent communication and interpersonal skills, written and oral
- Ability to delegate effectively
- Ability to prioritise competing demands on the service
- Proficient computer skills (Microsoft Office, database and, preferably, Lotus Notes)
- Desire to work within the philosophy and practices of *Changing Faces*
- Willingness to travel out of London and work occasional weekends

Desirable

- Personal, family or professional experience of disfigurement would be an advantage

The role could suit someone from a range of backgrounds including counselling, nursing and allied professions, clinical psychology, social work, NHS or social services management.

## **Accountability**

S/he is accountable to the Chief Executive.

## **Salary and terms of employment**

The role is part-time, 4 days a week (0.8 wte) based at the charity's HQ, the Squire Centre, 33-37 University Street, London WC1E 6JN. The actual salary is £31,680 (£39,600 pro rata).

The employment will be based on: normal hours of work (37 hours basic) based in London, 25 days holiday, a pension contribution for those with the charity longer than 2 years, and standard sickness and absence conditions. The appointment will be subject to a one-month probationary period.

A start date of mid to late March is required, and the contract is envisaged to be approximately 3 months. Flexibility on the end date may be required.

## **Application procedure**

Applicants should complete the Application Form and return it together with their CV by **12 noon on Monday 22nd February 2010**. Short-listing will be carried out by assessing how candidates meet the criteria listed in the Person Specification.

Two Referees should be named but will be contacted only with applicants' explicit consent, after any interview.

Short-listed candidates will be notified on **Wednesday 24th February**. Please ensure you have included a contact telephone number for that day on your Application Form.

Interviews will be held on **Wednesday 3rd March** at Changing Faces' offices, The Squire Centre, 33-37 University Street, London WC1E 6JN. We will attempt to be flexible in the case of holidays.

*Changing Faces* is striving to be an Equal Opportunities employer. Because of our limited resources, *Changing Faces* cannot undertake correspondence or telephone discussions about this post.

## **Disclosure Information for Job Applicants**

As *Changing Faces* meets the requirements in respect of exempted questions under the Rehabilitation of Offenders Act 1974, all applicants who are offered employment in relevant roles will be subject to a criminal record check, an "Enhanced Disclosure", from the Criminal Records Bureau before the appointment is confirmed. This will include details of cautions, reprimands or final warnings, as well as convictions.

A criminal record will not necessarily be a bar to obtaining a position. All Disclosure information will be used fairly. When *Changing Faces* seeks a Disclosure, you should be aware that you are able to obtain a copy of the Criminal Records Bureau's Code of Practice from our offices. We have a written security policy covering the correct handling and safekeeping of Disclosure information.

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## Appendix: The *Changing Faces* approach

*Changing Faces* has pioneered a new approach to the psycho-social rehabilitation of anyone with a disfigurement that aims to promote their self-esteem, self-confidence, independence and quality of life. We see this “disfigurement life-skills package” as being a vital complement to surgery and other medical interventions.

The Client Service as a whole delivers this disfigurement life-skills package which, in essence, enables children, young people and their parents to acquire **the life-skills to enjoy a positive and fulfilling life with a disfigurement**. The package tackles the effects that disfigurement can have on self-esteem (“can I/my child ever have a successful life looking like this?”) and self-confidence (“how can I/my child deal with staring, curiosity, names and make friends?”). It has three goals:

1. to cultivate the mental conviction everyday that looking ‘different’ is OK
2. to promote ‘feel good’ in a society which equates feeling good with looking good
3. to teach the skills to deal with other people’s reactions to his/her disfigurement.

Historically, until *Changing Faces* started in 1992, people with disfigurements had to develop these life-skills largely by trial and error – and if other factors were favourable (eg: a very supportive family), some people managed to acquire them. The *Changing Faces* disfigurement life-skills package can be tailored to anyone’s needs. It can be delivered by professionals or acquired through self-help effort – and can be described by the acronym FACES (although it is relevant for people with disfigurements to their bodies as well):

<b>F – FINDING OUT</b>	People/parents need to know and understand (and be able to explain to others) about their condition and the treatments available so they can make informed decisions. <i>Changing Faces</i> facilitates this ‘finding out’ by acting as a reliable signpost to valid sources of information (though we do not provide detailed, personal medical advice).
<b>A – ATTITUDE</b>	It can be hard to have a positive outlook about the future when events are very challenging. Disfigurement life-skills programmes promote robust self-talk (“I can do this”) – <i>Changing Faces</i> often hears from our clients that having a determined attitude is the most important thing. Our team also encourages people to challenge their aesthetic attitude to appearance and to appreciate people in their wholeness.
<b>C – COUNSELLING</b>	People often want to find ways to express and resolve their feelings about what they and their family are going through. These may be feelings of anger, sadness and bereavement, fear and loneliness, guilt and anxiety about the future. <i>Changing Faces</i> enables this through empathetic listening and emotional support.
<b>E – EXCHANGING</b>	People can find it difficult to realise that they are not alone. <i>Changing Faces</i> can put people in touch with others who’ve “been there” to exchange information and ideas. This may involve signposting them to a relevant condition-specific support group or encouraging them to join a workshop or regional day/event or use our exchanger scheme for families and individuals.
<b>S – SOCIAL SKILLS</b>	Our extensive experience and a large research literature confirms that social interaction difficulties lie at the root of many of the psychological problems experienced by children and adults with disfigurements. People can be very self-conscious and socially anxious. With support and coaching, however, they can learn a range of strategies to handle the many reactions to their disfigurement from strangers, friends and family. <i>Changing Faces</i> has developed the teaching of these strategies in many formats for all age-groups and for people with different conditions too.

The impact of the *Changing Faces* package on those who have experienced it has been thoroughly evaluated by an independent research project based at the University of the West of England. This indicates that significant gains in self-confidence and reductions in social anxiety result from the intervention. Ongoing evaluation of our service confirms that clients value what we offer. We intend to continue to develop our services always underpinned by thorough evidence and evaluation.