

POSITION DESCRIPTION

Role Title: National Manager, Practice and Advocacy

Business Group: Best Practice and Innovation

Reports to: Kaihautū

Direct Reports: 4 direct reports

ELT The position is on the Executive Leadership Team (ELT) working closely with the CEO, Kaihautu and other members of ELT.

Salary Band: Barnardos Remuneration Band 16

Note: The preference is for this role to be based in Wellington, given the importance of key external relationships and advocacy to our organisation – but not essential.

About Us

Barnardos Aotearoa is New Zealand's leading children's charity, tailoring our services to meet local needs and diverse experiences. Every day, we make a real and positive difference in the lives of thousands of children and families across New Zealand.

Our vision / moemoeā

An Aotearoa New Zealand where every child shines bright.

Our mission / kaupapa

Every day we work to make a lasting difference to the lives of tamariki and whānau in need so they thrive.

Our guiding principles

- Kotahitanga – Unity
- Ata Whakarongo – Hear with Intent
- Māiatanga – Realise Potential
- Kaikōkiritanga – Progress with Purpose
- Mahi tōtika – Do the Right Things Well

Barnardos is committed to te Titiri o Waitangi as a founding document of New Zealand.

Purpose of the role:

The purpose of the role is to support Barnardos Aotearoa in driving best practice and excellence in the delivery of our work, and with innovation in both the 'what' and the 'how' of our services.

The role has both internal and external areas of focus. They spearhead our system-level advocacy, and so build strong external relationships to confidently represent Barnardos' perspectives in relevant external bodies, forums and in submission processes.

Internally, the National Manager Practice and Advocacy focuses on specific quality improvement and development projects as well as stimulating innovation in our practices to support opportunities for new work. They will have respected expertise, experience, leadership and mana within either the Social Work and or Early Childhood Education sectors in Aotearoa.

As a member of the Executive Leadership Team the National Manager Practice and Advocacy plays a key role in the collective leadership and overall success of Barnardos Aotearoa in achieving its mission for the tamariki and whānau of Aotearoa, demonstrating our guiding principle of Kotahitanga.

Purpose of the Business Group:

The Best Practice and Innovation (BP&I) team supports Barnardos Aotearoa in achieving its vision by undertaking specific, agreed initiatives which drive continuous improvement and innovation. It serves as a hub of expertise as well as pulling in subject matter experts, bringing multiple perspectives and talents together to focus on addressing issues and opportunities for the organisation. Through embedding a Māori lens across its work, and through the business intelligence it creates, the BP&I team supports strategic decision making and helps implement significant changes.

It also supports the organisation's system-level advocacy by undertaking research and bringing together evidence-based data so Barnardos can speak with authority and tell a compelling story in our advocacy for the needs of tamariki, rangatahi, whānau and communities.

Key Result Areas

Strategic Leadership

Outcome: There is a strong and forward-thinking approach for driving best practice, innovation and advocacy aligned to the organisation's strategic direction and goals.

Key responsibilities include:

- Operate as part of the wider executive leadership team; contribute to and take responsibility for the collective performance of Barnardos Aotearoa as a whole, demonstrating Kotahitanga.
- Provide strategic leadership, setting the group's direction, strategy and business plans for delivery and growth
- Contribute system, policy and practice improvements and innovation to ensure the successful execution of strategic initiatives
- Provide ongoing coaching and support to direct reports ensuring appropriate workload allocation, consistent delivery of agreed outcomes and availability of appropriate professional development opportunities
- Build a cohesive and effective team where every participant contributes appropriately and is committed to a culture of continuous improvement, innovation and quality outcomes for tamariki and rangatahi and their whanau.
- Stay attuned to changes in the external environment and new developments and trends in the areas of professional focus to inform opportunities for innovation
- Champion Barnardos Aotearoa guiding principles, modelling positive behaviours and ways of being.

Advocacy

Outcome:

Barnardos' advocacy positioning and communication is clear, effective and grounded in sound evidence, including tamariki and rangatahi voices and based on the insights, expertise and experience from Barnardos' service delivery.

Key responsibilities include:

- Engage with Barnardos' service delivery areas to identify the issues, trends and needs from direct experience of working with tamariki and their whanau to inform Barnardos' advocacy strategy
- Ensure that Barnardos Aotearoa and its vision, programmes and services are consistently presented in strong, positive ways to stakeholders
- Ensure the voices of tamariki and whānau are appropriately represented and reflected in Barnardos Aotearoa's work
- Convene advisory or working groups comprising issue experts in key areas so we can develop informed, updated and relevant positions on advocacy issues that are shared and embedded across the organisation
- Support the development of reporting that enables us to tell the story and strengthen our evidence-based advocacy.
- Access the latest research and develop strategic partnerships to ensure that our advocacy positions are based on the latest evidence and research from across our sector



- Develop and maintain effective ways of hearing the voices of tamariki and rangatahi people, so that Barnardos' Advocacy is informed by the lived experience of those we advocate for

Improvement and Innovation

Outcome: Barnardos' key systems, processes, and approaches are continuously improved and innovated, supporting the organisation to be sustainable and deliver better services for tamariki, rangatahi and whānau.

Key responsibilities include:

- Collaborate with leaders and service streams to identify business challenges and opportunities which could become improvement and innovation projects
- Gather, analyse and apply Barnardos' own and external data to inform the creation of innovative solutions
- Improve Barnardos systems and ability in gathering, analysing and applying data more reliably and effectively
- Evaluate operational performance in identified areas, providing detailed and reliable analysis to support quality decision making and identify opportunities for innovation
- Support the identification of local and national opportunities for business development with data and general process guidance
- Develop and promote best practice methodologies and frameworks relevant to the business area project
- Integrate diverse perspectives to build highly effective solutions
- Identify potential risks to the success of projects and implement strategies to mitigate them
- Support the implementation of new processes into standard business procedures, undertaking post-implementation reviews to confirm the new ways are embedded
- Share knowledge and promote learning across Barnardos

Relationships

Outcome: Strong positive relationships internally and externally support Barnardos Aotearoa to deliver outcomes for children and whānau

Key responsibilities include:

- Build and maintain positive relationships with colleagues, teams and individuals as appropriate to support smooth and efficient delivery of the business, and creative innovation of future improvements
- Build and maintain relationships with external stakeholders, partners and potential partners to enable the collaborative achievement of goals and outcomes in the Barnardos Strategic Plan



- Seek new and innovative connections and relationships with individuals, groups, organisations and businesses to grow Barnardos Aotearoa's impact through diverse networks
- Develop a key stakeholder relationship strategy to advance advocacy through smart and strategic relationship and partnership building

People Leadership

Outcome: The team has engaged members who are part of a positive culture of performance, accountability and innovation which utilises their strengths and nurtures their professional growth, so they deliver excellence to assist the organisation achieve its goals

Key responsibilities include:

- Build and model a culture of 'one team', where all members can see how they contribute to achieving the team's goals, and where collaboration and collective support are visible to all
- Ensure all operational, financial and administrative processes and monitoring procedures conform to Barnardos' policies and guidelines.
- Coach and mentor direct reports to provide effective leadership of their teams and the end-to-end management of the employee lifecycle
- Ensure an appropriate cycle for staff of setting, monitoring and reviewing performance objectives and professional development plans aligned to the strategic goals of the organisation
- Ensure staff have appropriate professional development opportunities which support their professional growth and in the achievement of their performance plan

Ngā Pou e Whā (Māori Strategy)

Outcome: All our work is guided and informed by Ngā Pou e Whā the Barnardos Aotearoa Māori Strategy.

Key responsibilities include:

- Play a leadership role in ensuring all employees engage in Barnardos Aotearoa guiding principles, Ngā Pou e Whā and the strategic plan.
- Have a sound understanding of the principles of Ngā Pou e Whā, the Treaty of Waitangi and the ability to apply them to everyday practice.
- Ensure that all relationships are built with consideration of the Barnardos Aotearoa principles and Ngā Pou e Whā.

Health, Safety and Environment

Outcome: A safe and healthy working environment is maintained at all times.



Key responsibilities include:

- Take individual responsibility and accountability for Health and Safety practices.
- Comply with occupational health and safety legislation and regulations.
- Be familiar with and observe all Barnardos Aotearoa safe work policies, procedures and instructions.
- Promote and participate in health and safety, maintaining a safe workplace, and ensuring that all equipment is used correctly at all times.
- Take personal responsibility for own health and safety and ensure no action or inaction on your part harms others in the workplace.
- Continue to update their knowledge and management competence in health and safety.
- Ensure that all employees and contractors understand and accept their responsibility to adhere to and promote a safe and healthy workplace.

Other Duties as Required

Outcome: The team, function and organisation meets its purpose and strategy.

Key responsibilities include:

- Perform other duties which may reasonably be required which fit the role’s purpose, and for which the position holder is qualified or has received adequate training or instruction.
- Participate in working parties, committees or project teams as may be required

Key Relationships

All Barnardos Aotearoa employees have a responsibility for developing and maintaining excellent relationships. In this role, the **key relationships** to be developed are as follows:

| Within Barnardos Aotearoa NZ | Outside Barnardos Aotearoa NZ |
|------------------------------------|---|
| Executive Leadership Team | Key government organisations-e.g. Ministry of Education, Oranga Tamariki |
| Board Members | Partner and potential partner NGOs, Office of Children’s Commissioner, umbrella groups and agencies |
| Senior leaders across Barnardos | Members of Parliament |
| Marketing and Communications teams | Professional bodies – e.g. ANZASW, Teaching Council, SW Registration Board |

| | |
|---------------------------------------|-------------------------------------|
| Corporate Services, esp. Finance team | External committees, working groups |
| | Iwi groups and Māori providers |

Person Specification

Qualifications (or equivalent level of learning)

| Essential | Desirable |
|---|--|
| Relevant tertiary qualification in either social work or education, or related discipline | Project Management certification – e.g. Prince2, PMBOK, PMP, Agile |

Experience

| Essential | Desirable |
|---|--|
| At least 5 - 6 years leadership and managerial experience, preferably in a senior management position with Board reporting responsibility | Experience in not-for-profit and/or social enterprise environments |
| At least 5 - 6 years effective experience in either social service or education sectors | Project management experience |
| At least 5 – 6 years proven experience in managing strategic and operational initiatives in challenging funding environments | Experience working in a centre of excellence or similar environment |
| Strong experience in operating model development and demonstrated process improvement experience | Proven experience in working with the Te Tiriti o Waitangi and with iwi stakeholders and/or Māori provider organisations |
| Strong networks with a range of organisations within education and/or relevant sectors | |

Knowledge

| Essential | Desirable |
|--|---|
| Knowledge of relevant legislation and regulation in complex working environments | Ability to communicate complex ideas to a wide range of audiences |
| Ability to take an innovative approach to improving social outcomes | |
| Political and business acumen | |

Skills and Competencies

| Essential | Desirable |
|--|--|
| Skilled in leading people with diverse skills and professional competencies | Knowledge of relevant data management technologies, methods, and tools |
| Effective independent judgement and decision making ability | Demonstrated knowledge and understanding of Te Ao Māori |
| Exceptional communication and interpersonal skills, able to engage effectively with stakeholders at all levels | Demonstrated expertise in one of: data analytics and business intelligence; systems thinking; process improvement methodologies; research and development. |
| Able to navigate effectively through ambiguity | Strong project management skills |
| Exceptional analytical and problem solving skills | |
| Results focused | |

Children's Act 2014

This role is not a Children's Worker under the Children's Act 2014.

Delegations and Authority

Human Resources

- Has supervisory / managerial responsibility, includes allocation of work, accountability for their outputs, quality etc, and review of their performance and development.

Financial – Budgetary and Expenditure Limits

- **Budget Expenditure**
 - Responsibility for managing own operating expenditure budget.
- **Purchase Orders**
 - Maximum authority to approve/issue purchase order to the value of \$10,000 in approved budget
- **Purchase Card (Freedom Card)**
 - Monthly limit of \$2,000

Correspondence

- Authority to sign external correspondence

Authorisation of Position Description

Positions in Barnardos Aotearoa may change over time as the organisation evolves and priorities change. The key responsibilities for this position may change as the job evolves to ensure that Barnardos Aotearoa is able to adapt and respond to changes in the business environment. Any significant changes would be discussed between the

jobholder and their manager. All significant changes will be approved by the relevant Executive Leadership Team (ELT) member.

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| Date Created: | <i>September 2024</i> | Date authorised | |
| Authorised by: | <i>Matt Reid</i> <i>Chief Executive</i> | Date last updated | |

