

## **EMPLOYMENT COMMITTEE**

**WEDNESDAY 13 MARCH 2013**

**9.00 AM**

**Forli Room - Town Hall**

### **AGENDA**

**Page No**

**1. Apologies for Absence**

**2. Declarations of Interest**

At this point Members must declare whether they have a disclosable pecuniary interest, or other interest, in any of the items on the agenda, unless it is already entered in the register of members' interests or is a "pending notification" that has been disclosed to the Solicitor to the Council.

Members must also declare if they are subject to their party group whip in relation to any items under consideration.

**3. Exclusion of Press and Public**

In accordance with Standing Orders, Members are asked to determine whether item 3, Interviews for the post of Assistant Director – Children's Services Safeguarding Families and Communities, which contains exempt information relating to individuals as defined by Paragraphs 1, 2 and 3 of Schedule 12A of Part 1 of the Local Government Act 1972, should be exempt and the press and public excluded from the meeting when it is discussed, or whether the public interest in disclosing this information outweighs the public interest in maintaining the exemption.

**4. Interviews for the Post of Assistant Director - Children's Services Safeguarding Families and Community**

**1 - 10**



There is an induction hearing loop system available in all meeting rooms. Some of the systems are infra-red operated, if you wish to use this system then please contact Gemma George on 01733 452268 as soon as possible.

Committee Members:

Councillors: Fitzgerald (Chairman), Holdich (Vice Chairman), Cereste, Lamb, Khan, Swift and Sandford

Substitutes: Councillors: Walsh, Shearman and Fletcher

Further information about this meeting can be obtained from Gemma George on telephone 01733 452268 or by email – [gemma.george@peterborough.gov.uk](mailto:gemma.george@peterborough.gov.uk)

# Peterborough City Council – Assistant Director of Safeguarding Families and Community

**P**eterborough City Council is looking to recruit a dynamic, creative, focused Assistant Director of Children's Services with a lead in Safeguarding to join its newly created leadership team.

The new post holder will be part of the newly assembled leadership team, alongside Sue Westcott as Director of Children's Services, and Assistant Directors leading on Strategic Commissioning / Prevention and Education and Resources.

We now have a high calibre Leadership Team in place. The successful postholder will be someone who is energetic, passionate about outcomes and will drive up performance and standards. They will have a background in social care and could well be someone who is probably at head of service level and is looking to make the next step. Someone who really wants to be part of a genuine transformation that is already in motion.

The service has been vastly improved since the last Ofsted inspection: our front door is unrecognisable from where it was, with clear systems, processes and necessary staff to manage the work. We have a new Children Commissioning Group and a range of early support and prevention services. We are raising quality of assessments and care planning bolstered by multi-agency interventions which are outcome focused. This is making a real impact on our communities and our children and families.

Our confidence comes from the fact that we have strengthened performance in a number of critical areas within Children's Services. We now have



robust and timely assessments informing multi-agency intervention and a range of support services to help children and families. Our vision is to help

**Our confidence comes from the fact that we have strengthened performance in a number of critical areas within Children's Services**

children in Peterborough to be their best and our priorities moving forward are: providing children and families with early support; helping families with problems and keeping children safe; giving the best opportunities to children and young people in care; working with schools and others to make sure children succeed; supporting our staff to be outstanding.

There is also clear resource commitment and support from the Lead Portfolio Holders, Chief Executive, Chief Officers and all elected Members. This Member engagement ensures that Children's Services will continue to get better and better. We know we have some way to go to move to Outstanding but the foundations are there. We are now focusing on the quality of assessment intervention and the outcomes we are trying to achieve.

This is a wonderful opportunity to be part of a thriving service which is going places. A service which will continue to serve the diverse and complex needs of its most vulnerable children.



Helping Children to be their best



## Assistant Director Safeguarding Families and Community

Up to £90k

In the last twelve months Peterborough Children's Services has undergone rapid change and has made considerable progress following an inadequate Ofsted inspection in 2011. With a new vision and a renewed set of priorities, we are moving forward with confidence. There is a new Senior Leadership Team in place; your appointment will be the final piece.

There is a clear understanding politically of the tasks ahead and the determination to sustain the trajectory. This commitment to safeguarding and supportive relationship with elected councillors provides a positive climate moving forward. Our Commissioning Framework will drive the implementation of our approach to Early Intervention and Prevention as well as ensuring that opportunities to align, coordinate and integrate services and resources are fully and productively realised. All towards one objective – Helping Children be their best.

This is no easy job but one where there is huge scope to make an impact, where you can make things happen and be part of a real success story that is already in motion.

You will have recent and relevant experience of the safeguarding agenda, what's more important is that you also have the leadership credentials, and drive to lead the service through significant change and help us face the future in a confident manner.

Above all, you will be committed to delivering a brighter future for all the diverse children and young people in Peterborough. For further details, please visit [www.leadingpeterborough.com](http://www.leadingpeterborough.com) or contact **Jon Houlihan** on **0121 644 5710**.

Closing date: **25th February 2013**.

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## JOB DESCRIPTION FORM

**Job Title:** Assistant Director of Children's Services Safeguarding Families and Community

**Job Holder:**

**Reports to:  
(Name & Title)** Executive Director of Children's Services (DCS)  
Sue Westcott

### 1. Job Purpose:

To lead and manage Peterborough City Council's Social Care function together with undertaking a full leadership role on the Children's Services Management Team to ensure that children's needs are met across the whole spectrum of intervention and prevention. Whilst the post holder will manage Children's Social Care initially, there will be an expectation that she/he will work across Children's Services to ensure that Social Care is fully integrated with other parts of the directorate.

To deputise for the DCS, when relevant, work across Children's Services and closely with the Chief Officers and elected councillors on the whole service agenda.

To effectively lead on the Council's Improvement Plan removing the Council from Government intervention and Special Measures by ensuring that children in Peterborough are safe from harm. To lead the authority's Social Care function from an OFSTED rating of inadequate to one that is highly performing and rated accordingly.

To ensure staff compliance with safeguarding policies and procedures and ensure practice is of the highest standard

Safeguarding lead for the authority and designated Officer for the Peterborough Safeguarding Board

A budget of over 10m and responsibility for all the field work teams budgets.

Responsible collectively as a key member of DMT for the overall Children's Services budget of approximately 30 million.

### 2. Dimensions:

**Area of responsibility**

**Responsible for all Social Care and ancillary staff within Referral and Assessment, Family Support, Looked after Children, Disabilities, Adoption and Fostering, YOS, Leaving Care and Quality Assurance.**

**Staff**

Responsible for 5 permanent direct reports including:

Head of Service for Referral and Assessment and Family Support

Head of Service for Looked After Children and Disabilities

Head of Service for Adoption and Fostering

Head of Service for YOS and Leaving Care

Head of Service for Quality Assurance (including responsibility for The Peterborough Safeguarding Children's Board)

### **3. Organisation:**

The role is situated at second tier within a statutory Children's Services Department which is responsible for delivery of integrated specialist functions for children and families in the city.

### **4. Principal Accountabilities / Responsibilities:**

- To lead, direct and manage a range of children and young people's services, either directly managed or commissioned from other providers to ensure the highest possible quality of care, development, learning and support for children and young people in order to secure the best outcomes for children and young people, whilst representing best value for the city council.
- To manage the budget for Social Care, leading and directing the annual budget setting and realignment processes to meet identified priorities and ensuring the best possible financial management.
- To manage Social Care to the highest possible practice standard to ensure excellent outcomes for all children and to secure the best possible OFSTED rating.
- To lead and attend the Corporate Parenting Panel ensuring elected councillors are fully appraised of their corporate parenting responsibilities.
- To ensure staff compliance over a number of performance indicators and that thresholds for intervention are fully understood and complied with across all agencies.
- To develop interagency working arrangements across all services to secure and improve performance as defined locally or nationally.
- To carry out any additional duties and responsibilities as requested by the Director of Children's Services, including deputising for him/her as required and contributing to the corporate management of the city council and the management of children's services as a member of DLT in order to secure continuous improvement in services to the people of Peterborough.

See also aspects of 5 (below)

### **5. Job Knowledge, Skills & Experience**

- Educated to degree level, with a social work qualification as essential and management qualification as desirable.
- Has successfully performed at least as a third tier manager in a local authority and has demonstrated change competencies and can demonstrate turn round improvement in their current posts.
- Extensive management experience and a track record of consistent achievement within large and complex organisations, including effective decision-making, policy formulation, design and delivery of services and projects which involve people from different service or professional disciplines.
- A demonstrable track record in performance management within a solution focused and problem solving culture together with experience and evidence of delivering performance through successful partnerships.
- A thorough understanding of the political, legislative and regulatory regime within which local authorities operate.
- Experience of designing and leading change within an organisation, with evidence of establishing a positive culture within teams and personal commitment to diversity in shaping service outcomes and transforming services.
- Excellent interpersonal skills with an ability to relate in a range of settings to a wide range of audiences in a manner that inspires respect, trust and confidence with evidence of highly developed negotiating, networking, advocacy, oral and written and presentation skills.
- High motivation and personal drive, resilience and demonstrates highly developed emotional intelligence and self awareness.
- The ability to think conceptually, strategically and systemically to solve problems and focus on delivering outcomes.
- The ability to act decisively within the context of an ability to accurately analyse risk and benefits in difference courses of action.

## 6 Job Context:

### **Service uses:**

Service users represent in excess of 5% of the child population of Peterborough who are deemed to be 'children in need' and around 25% of the population of children and young people who are deemed to be vulnerable and who require preventative services to secure the best possible life chances.



- On average 2,200 children per annum are referred to social care services.
- There are around 250 first time entrants to the youth justice system and 1000 offences per annum committed by young people. The youth offending team has responsibility to respond to all youth crime and to lead on the prevention of all youth crime throughout the city.
- Approximately 350 are children in care and 200 children have child protection plans in place. (May 2011)

### **Framework:**

Children's Services works within a complex statutory framework for delivering integrated services to children and young people, performance assessed by Ofsted.

Statutory guidance, regulation and inspection govern the way services are delivered; performance is assessed within the national performance assessment framework in relation to how well those services and delivering good outcomes for children and young people.

The role involves responsibility for health and safety and formal HR processes for all divisional staff and for equality impact assessment for all divisional policies, procedures and services.

### **7. Job Challenges:**

In times when resources are being reduced to Children's Services the principal challenge is to ensure that services continue to deliver high performance and improvements in outcomes. In particular:

- Ensuring that services represent best value, providing evidence for crucial 'provide or buy decisions'
- Further integrating services for children and young people and increasing multi-agency engagement in all services
- Ensuring that the whole workforce is recruited, trained and sufficiently skilled to deliver the complex change agenda and that professional groups regarded as in short supply nationally are attracted to work in Peterborough
- Ensuring that sufficient qualified social workers are recruited and retained to meet the statutory children's social care functions are in particular to achieve good performance in relation to children's social care and the outcome 'staying safe'

- Ensuring that performance improves during a period of major change
- Leading organisational changes and embedding new culture and practices across the workforce
- Ensuring that all services develop in partnership to provide clear and effective pathways for service users
- Supporting staff to embrace modern business practices and new technology within a new ICT infrastructure and business support function

## 8 Key Relationships:

### Relationship with line manager – Director of Children’s Services

Annual objectives are set within the corporate appraisal and performance development framework (PDR). An interim review takes place at 6 months and 1:1 meetings of around 1 hour take place fortnightly. Departmental Leadership Team meeting chaired by the DCS takes place weekly. Other meetings are arranged with the DCS as required to focus on specific projects or developments.

### Relationship with direct reports:

All direct reports are subject to the corporate PDR process and have individual objectives to meet the objectives set within the corporate and departmental planning framework. All have 1:1 supervision sessions monthly.

The divisional senior management team meets monthly. All managers have direct access to the AD on an ad hoc basis and contact may be more frequent depending on the operational issues which required decisions to be made at my level.

In addition, there are frequently high profile, high risk operational matters which are brought to the attention of the AD on a need to know basis where advice and guidance are needed for service managers and for which the post holder is responsible for informing the DCS and Chief Executive and where necessary providing advice and guidance to those chief officers.

### Other contacts:

1. Regular contact with a range of regional and government officers, including those from DFE, Home Office, DCLG, Youth Justice Board and Ofsted in relation to national strategic developments, performance assessment, and inspection and regulatory functions.
2. Elected Members: Contact on at least monthly basis both formally and informally with a range of elected members, including:

- Cabinet Members
  - Chair and Members of scrutiny panel
  - Chair & Members of Corporate Parenting Panel
  - Ward Members
3. Contacts outside the department: regular engagement with chief and senior officers in partner organisations.
  4. School: contact with head teachers, governors and school leaders in the context of supporting schools in delivering for Children in Care and other vulnerable children.
  5. Regular contact with service users through visits to services, engagement forums and ad hoc contacts relating to specific circumstances.

## 9. Key Relationships Decision Making Authority:

### **This post:**

- Takes all strategic and operational decisions relating to the Service with reference to the DCS if appropriate and relevant, who is kept informed of high profile matters on a need to know basis.
- Informs and/or consults the DCS and Portfolio Holder about all politically sensitive and complex matters relating to the business of the division.
- Takes responsibility for the development of strategic business and financial plan for the division in the context of a collaborative corporate and departmental planning framework.
- Takes responsibility for the financial decisions within the overall budget divisions and corporate standing orders and financial regulations.
- Makes recommendations to the DCS in relation to strategic policy and planning of the division, defining priorities, and developing plans in response to those priorities.
- Contributes to the strategic development of the department as a member of

the department senior Leadership Team.

**10. Additional Information:**

The role requires flexibility and adaptability and continues to change in response to the changing national agenda.

**SIGNATURES:**

After reviewing the questionnaire sign it to confirm its accuracy

**JOB HOLDER:** \_\_\_\_\_ **DATE:** \_\_\_\_\_

**LINE MANAGER:** \_\_\_\_\_ **DATE:** \_\_\_\_\_