

## EMPLOYMENT COMMITTEE

THURSDAY 4 DECEMBER 2014

2.30 PM

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.

3. **Exclusion of Press and Public**

In accordance with Standing Orders, Members are asked to determine whether item 4, Interviews for the post of Assistant Director – Children's Social Care, 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 Social Care**

3 - 8



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 Philippa Turvey on 01733 452460 as soon as possible.

## **Emergency Evacuation Procedure – Outside Normal Office Hours**

*In the event of the fire alarm sounding all persons should vacate the building by way of the nearest escape route and proceed directly to the assembly point in front of the Cathedral. The duty Beadle will assume overall control during any evacuation, however in the unlikely event the Beadle is unavailable, this responsibility will be assumed by the Committee Chair.*

Recording of Council Meetings: Any member of the public may film, audio-record, take photographs and use social media to report the proceedings of any meeting that is open to the public. A protocol on this facility is available at:

<http://democracy.peterborough.gov.uk/documents/s21850/Protocol%20on%20the%20use%20of%20Recording.pdf>

### **Committee Members:**

Councillors: M Nadeem (Chairman), J Holdich (Vice Chairman), W Fitzgerald, M Cereste, N Khan, C W Swift and N Sandford

Substitutes: Councillors: P Thacker, N Shabbir, J Okonkowski and Davidson

Further information about this meeting can be obtained from Philippa Turvey on telephone 01733 452460 or by email – [philippa.turvey@peterborough.gov.uk](mailto:philippa.turvey@peterborough.gov.uk)

## **Job Description**

**JOB TITLE: ASSISTANT DIRECTOR CHILDREN'S SOCIAL CARE**

**REPORTS TO: STATUTORY DIRECTOR CHILDREN'S SERVICES**

### **Job Purpose**

Accountability and responsibility for the leadership and management of Peterborough City Council's Social Care function together with undertaking a full leadership role in the Children, Families and Communities Service Management Team to ensure that children's needs are met across the whole spectrum of intervention and prevention. There will be an expectation that she/he will work across Children, Families and Communities and other directorates to ensure that Social Care is fully integrated with other parts of the directorate.

To deputise for the DCS, when relevant, work across Children, Families and Communities Services and closely with the Chief Officers and elected Councillors on the whole service agenda.

To effectively lead on the Council's Achieving Outstanding Plan, raising the quality of practice across Social Care and multi-agency partnership to ensure that Social Care is a highly performing service.

To attend, report and be accountable for the provision of reports to the Tackling Inequalities Committee, Corporate Parenting Panel, All Party Policy Forum and any other relevant Council meeting.

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.

To work closely with all schools and Head Teachers to achieve the best outcome for children and families.

Designated officer for the Community Safety Partnerships/Domestic Violence Strategic Board, MARU Board, CPP and Youth Offending Service Board.

### **Organisation**

The role is situated within the Children, Families and Communities directorate which is responsible for the delivery and commission of children, families and community Services.

Responsible for all Social Care and some ancillary staff within First Response and Assessment

Family Support, Looked after Children, Adoption and Fostering, Leaving Care and Quality Assurance, and the Safeguarding Unit including the Peterborough Safeguarding Board.

Responsible for 5 permanent direct reports including:

- Head of Service for First Response
- Head of Service for Family Support
- Head of Service for Looked After Children, and Leaving Care
- Head of Service for Adoption and Fostering
- Head of Service for Quality Assurance (including responsibility for The Peterborough Safeguarding Children's Board)

### **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 robust recruitment and retention strategy is developed and delivered.
- 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 be responsible for the delivery of best multi-agency practice through the LSCB, and CFJCB.
- 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, Families and Communities Services as a member of DLT in order to secure continuous improvement in services to the people of Peterborough.
- Responsible for ensuring children and families fully participate in care planning and take their views into account when improving service delivery.
- See also aspects of Job Knowledge (below)

### **Leadership**

- To support and deputise for the Executive Director of Children's Services.
- To lead and direct the Social Care teams to ensure that the Council's core values and strategic aims are achieved by providing a clear sense of purpose and direction in order to motivate and develop employees to achieve high performance.
- To develop and maintain a positive working environment encouraging active involvement of staff in shaping the development and delivery of capable and timely services and promotion of equal opportunities.
- To act as an ambassador for the Council, promoting and developing the authority's image, forming strategic alliances and developing effective working relationships on a local, regional and national basis.

### **Performance and Risk Management**

- Evaluate, review and report performance of Members, Stakeholders and Auditors (internal and external) to the Monitoring Officer.
- Report compliance with the relevant legal, financial and procurement requirements and frameworks across the Council to the Monitoring Officer.

### Financial Management

- Responsible for budget which includes staffing salaries and children in need spend (section 17).
- The post holder is also accountable and responsible for ensuring the LAC placement budget is not overspent by ensuring children are whenever possible, safely looked after at home rather than coming into care. This post holder is the main driver of spend in this area.
- Ensure all budget holders come in on target and are properly accountable for spend in their area.

### Job Knowledge

- Educated to degree level, with a social work qualification as essential and management qualification as desirable.
- Has successfully performed as a third tier manager in a local authority with at least 10 years post qualification experience, predominantly in Social Care, and has demonstrated change competencies and can demonstrate turn round improvement in their current posts.
- 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

- Experience of managing services to meet the needs of diverse communities.
- 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.
- 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.
- Extensive experience of operating as a senior manager in a complex legal service environment which incorporates decision making, strategic and business planning.
- Proven experience of influencing strategic policy direction within a large complex organisation such as local authorities.
- Proven track record of leading strategic policy formulation, decision making and resources allocation and of problem solving and meeting objectives at a senior level. A demonstrated ability to advise members of policy options, determine priorities and to communicate a clearly recommended way forward.
- Experience of working effectively in a political environment, demonstrating high levels of political awareness, sensitivity, confidentiality and understanding with the ability to translate that into delivering the agendas of the administration and winning the confidence of elected members.
- Evidence of developing and encouraging innovative ideas to drive improvement in the delivery of services.
- Extensive experience of managing a diverse team at a senior level and providing leadership and direction across a range of service. Evidence of high level leadership with ability to impact, motivate, influence and develop others.

- Demonstrated evidence of significant service improvement through managing change including staff engagement, capacity building, workforce modernisation and organisational reform.
- Significant experience of the preparation, management and control and targeting of budgets, ensuring priorities and targeting of resources to achieve maximum value for money and income generation.
- Experience of identifying ways in which services can be delivered more efficiently by ensuring that the processes used and the resources needed to apply those processes, provide the optimum route to achieve cost-effective solutions.
- Evidence of personal commitment to diversity in the workplace and in the shaping of service outcomes.

## Skills

- 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 different courses of action.
- Ability to relate to and win the confidence, trust and respect of Members, Colleagues, Partners and the wider community.
- Ability to think strategically and to work with Elected Members to translate political vision into operational programmes.
- Ability to operate in a complex, political, environment and act decisively within the context of accurately analysing risk and benefits of different courses of action.
- Excellent communication skills and the ability to communicate complex information both orally and in writing in a clear articulate and balanced way to a variety of audiences.
- Excellent negotiation skills and an ability to influence outcomes through reasoning, persuasion and tact.
- Strategic and logical thinker and decision-maker able to provide practical and creative solutions to the management of corporate and directorate issues.
- High intellectual and analytical abilities; able to assimilate and analyse information quickly, identifying issues, priorities and solutions and using effective models, techniques and resources to resolve issues.
- Ability to use information technology to improve service delivery and reduce costs.
- Demonstrable continuous development and improvement of own leadership and professional practise.

## Political Restriction

This post is politically restricted under the Local Government and Housing Act 1989, as amended by the Local Democracy, Economic Development and Construction Act 2009 and the post holder may not have any active political role either in or outside work.

# Peterborough City Council – Assistant Director, Children Social Care

Peterborough has been described as the UK's best kept secret. It is the fastest growing city in the country with ambitious plans for growth.

This is undoubtedly a challenging time for local government. However, Peterborough City Council continues to invest heavily in protecting children from harm and providing every child and young person with the best education.

Children's Services has made huge strides since its last Ofsted rating of adequate. It is now a thriving social care and educational support service which is beginning to have a real impact on the lives of children and young people.

This year Ofsted rated our school improvement team the top grade of effective (only two in the country); our youth offending service is one of the highest performing nationally with an excellent star rating; 85 per cent of our schools are now rated good or better; we have received an effective review of 16 to 19-year-old provision; and our child sexual exploitation (CSE) strategy is nationally recognised with successful prosecutions amounting to 100 years imprisonment.

In social care we have strengthened our front door, successfully introduced the single assessment, held the numbers of looked after children (370) and child protection (270) and introduced reflective supervision and a range of tools for intervention.

This is not to say there are not challenges. The biggest challenge is around growth and inward migration in an increasing diverse and thriving city population where over 150 languages are spoken. Meeting increased need within the resources available should not be underestimated.

The council has invested significantly in increased staffing since 2012. To aid social worker recruitment we have introduced an excellent induction package, an assessed year of employment for NQSWs, a



career progression scheme and a comprehensive training programme. We have refreshed our branding and recruitment campaign with a You Tube film and an Inside Out documentary filmed by the BBC. This is proving to be immensely successful.

We have introduced a number of practice tools to assist practitioners and our Quality Assurance framework is nationally recognised.

We have a range of early preventative services targeted through children and family centres and our community safety partnership. We are also looking at different models of delivery with our Communities directorate.

Our Local Safeguarding Children Board (LSCB) has been strengthened by a new chair and has a clear agenda.

We now want to recruit an Assistant Director within Children's Services.

That person will be a strong leader. They will be guaranteed the support they need from the very top of the organisation to provide the best service for children and families while at the same time truly realising their own potential in the profession they love.

Our Director of Children's Services is retiring but leaves a strong foundation to build upon. You will play a pivotal role in making the department 'outstanding'.

Gillian Beasley, the city council's Chief Executive, said: "We are well on our way to becoming an excellent service with national recognition for the work we are doing. Our joint working with Cambridgeshire Police has been particularly effective, never more so than in our ongoing work to combat CSE. This work has led to a number of successful high profile prosecutions to date and has seen us recognised nationally for how we are tackling this problem.

"The future is what now matters for us in Peterborough. Our goal is simple - to achieve the 'outstanding' rating for Children's Services." ■

Applicants wishing to discuss the post can contact, in confidence, Wendi Ogle-Welbourn ([wendi.ogle-welbourn@peterborough.gov.uk](mailto:wendi.ogle-welbourn@peterborough.gov.uk)) or Sue Westcott ([sue.westcott@peterborough.gov.uk](mailto:sue.westcott@peterborough.gov.uk)).

Closing date for applications is Monday 3 November 2014. Interviews will take place mid-November.

The preferred method of application is by emailing [socialcarejobs@peterborough.gov.uk](mailto:socialcarejobs@peterborough.gov.uk) or visit [www.peterboroughsocialworkcareers.org.uk](http://www.peterboroughsocialworkcareers.org.uk) for more information.



## Assistant director, Children's Social Care – Peterborough City Council

Do you have the passion, energy and skills necessary to make our Children's Social Care service outstanding?

- We are not only looking for a good manager – we are looking for an outstanding leader.
- We are not just looking for someone who does things right – we are looking for someone who wants to be exceptional.
- Above all, we are looking for someone who will drive our Children's Services on to the next level.

We are on our way to making our Children's Services outstanding. To do this we are looking for a new assistant director who will have overall responsibility for Children's Social Care Services. The successful applicant will have very high degree of both responsibility and accountability.

Peterborough is vibrant, multicultural and the fastest growing city in the UK. Come here and you will find all the same challenges faced by Children's Services across our country. But, you will also find an unerring commitment from the very top of the organisation to do the very best for children and young people in our city. If that means being uncompromising, rigorous and relentlessly focused on our goals then that is exactly what we will be.

If you think you could provide the leadership to take our Children's Services to outstanding over the next few years then we want to hear from you.

**"The future is what now matters for us in Peterborough.  
Our goal is simple – to achieve the 'outstanding' rating for Children's Services."**

Applicants wishing to discuss the post can contact, in confidence, Wendi Ogle-Welbourn ([wendi.ogle-welbourn@peterborough.gov.uk](mailto:wendi.ogle-welbourn@peterborough.gov.uk)) or Sue Westcott ([sue.westcott@peterborough.gov.uk](mailto:sue.westcott@peterborough.gov.uk)).

**Competitive salary and benefits.**

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Visit [www.peterboroughsocialworkcareers.org.uk](http://www.peterboroughsocialworkcareers.org.uk) for more information or email your CV and covering letter to [socialcarejobs@peterborough.gov.uk](mailto:socialcarejobs@peterborough.gov.uk).



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