

Job Description

**JOB TITLE: Service Director: Children's Services**

**REPORTS TO: Corporate Director for People and Communities**

**Job Purpose**

To be accountable for the commissioning and delivery of services to children and young people, including:

- Children and young people 'in need', 'on the edge of care' and 'in care/leaving care' and associated support services and specialist assessments
- Children and young people with emotional and Mental Health difficulties
- Children and young people with substance misuse difficulties
- Healthy Child Programme
- Children with disabilities and additional needs
- Children missing from home and care
- Children subject to sexual exploitation

To be accountable for the operation of:

- Adult and Children Safeguarding Boards
- Multi-agency Safeguarding Hub (MASH)
- Short Break Services
- Claire Lodge

To have responsibility for the commissioning and delivery of community based health services for children and young people, including healthy child programme, school nursing, allied health professionals and similar services as these become the responsibility of the local authority. e.g. Health Visiting.

To have responsibility for the respite care homes and female welfare secure unit, ensuring that they are delivered to the highest quality and required Ofsted standards.

To promote and safeguard the welfare of children, ensuring this principle, culture and practice is embedded throughout all Council services, including stakeholders and partners in compliance with national and local procedures and protocols.

To lead, develop, manage and direct children's social care services ensuring statutory duties are met and the highest possible quality of service is delivered or commissioned within the resources available and that all services promote independence, choice.

To lead on a range of targeted and universal solutions to challenges affecting children, young people and communities through enabling collaboration, innovation and transformation across the Council and between partners.

To be the lead agency senior officer for the Council in ensuring the effective and efficient operation of the Adults and Children Safeguarding Board to ensure multi-agency protection of adults and children.

To lead, develop, manage and direct the MASH to ensure effective and efficient multi-agency response to the identification of vulnerable adults and children.

To ensure the authority takes on full responsibility of their corporate parenting role.

To be a full participating member of the People & Communities Departmental Management Team (DMT) driving strategy and performance and identifying and championing the delivery of the People & Communities vision and strategy with partners, community representatives, DMT colleagues and all employees.

To be responsible to the Corporate Director for the effective management and efficient performance of the Directorate within the service.

To ensure there is coherent planning between all agencies providing services for children and families. To promote high quality early years provision, including helping to develop the market, securing free early education for all three and four year olds and for all disadvantaged two year olds, providing information, advice and assistance to parents and prospective parents.

### **Statutory Officer Role**

This post is not a Statutory Officer. However as the Children's Service Director to the Corporate Director: People and Communities the postholder will from time to time be required to act as the statutory Director of Children's Services as set out in Section 18 of the Children Act 2004. The post holder will have direct access to the Head of Paid Service, Cabinet and Members in order to fulfil these statutory functions.

### **Organisation**

The Service Director for Children's Services is a Tier 2 post reporting directly to the Corporate Director of People and Communities and the post holder is a full member of the Departmental Management Team.

The post holder will be responsible for approx.280 staff across a range of specialities. The Service Director for Specialist Commissioning will be responsible for a gross budget in the region of £47m

### **Principal Accountabilities / Responsibilities**

- The Service Director, Children reports to the Corporate Director of People and Communities and is accountable for:
  - Commissioning and delivery for Children in Need, in Care/leaving care and on the Edge of Care;
  - Commissioning for complex Educational needs;
  - Commissioning and delivery of a range of services including; Community Health, CAMHs, Healthy Child Programme, School Nursing, Health Visiting;

- Safeguarding of Children, Young People and vulnerable adults;
  - Clare Lodge secure children's home;
  - Cherry Lodge and the Manor respite care homes;
  - Early Help services and Integrated Processes for children and young people.
- To anticipate and manage trends and changes in the operating environment and plan to meet these changes in order to provide best value for children and their families.
  - To ensure the effective functioning of the Partnership Boards in the implementation of the Commissioning Strategies for Children & Young People.
  - To be responsible for the delivery of safe and effective outcomes for externally commissioned support.
  - To take a lead role in the development of partnership work for the directorate in the context of coordinating all services for children and young people across, both internally to the City Council and externally through partnering agreements with external agencies.
  - To ensure the directorate operates within the corporate expectations and fulfils the specific elements of the Corporate Plan relating to Children's Services.
  - To be accountable for the results and improvement in performance of the specific service area.
  - To play a key influencing role in respect of the statutory, independent, voluntary and private sector organisations that operate within local communities. This will require regular attendance and membership [where appropriate] at board level meetings, and regular engagement within and leadership of key stakeholder events and public events.
  - To have accountability for all day to day decision making within their area of the Directorate. This includes decisions relating to all aspects of service design, commissioning and delivery affecting children and families.
  - To operate with a high degree of autonomy in relation to strategic decisions that have implications for other organisations across Peterborough but will ensure that all such decisions are communicated in good time to the Corporate Director for People & Communities in order that any other activities or priorities can be taken fully into account.
  - To lead on the development of a new workforce to operate with and through schools which will work directly with families reducing the need for the provision of state care for children.
  - To promote, develop and manage effective partnership working and strategic alliances, with internal and external stakeholders, including, authorities, partner organisations, and agencies in order to achieve continuous improvement in the provision of services and input into policy developments in own area of expertise.
  - To play a major role in contributing to the development and implementation of corporate and service strategies to secure the continuous improvement and high quality services.
  - To work with the Corporate Director to produce strategic options which implement the Council's corporate plan and service objectives as determined by Members.
  - To ensure that the impact of new legislation, government policy and all other developments which may impact on the Service Area is identified, analysed and implemented.
  - To lead on cross cutting projects and policy reviews in accordance with corporate standards of project management.
  - To be responsible for the Effective management of Children's services and its staff, ensuring that it is an effective, high performing team capable of delivering Member's priorities.
  - To manage all services within the defined resource envelope, taking remedial action where necessary.
  - To ensure systems and processes are in place to manage resources effectively.
  - To ensure the right range of services are in place that support children and young people to remain living in at home or in their local communities.

## Leadership

- To ensure that the Council performs its duties and functions in fulfillment of its statutory obligations. In pursuit of this responsibility, senior managers need to ensure that they and their relevant staff keep abreast of the Council's changing legal obligations and mandates.
- To ensure managerial and strategic leadership of those services and functions that are set within the direction of this post as well as for Council services corporately.
- To provide inspirational leadership to a diverse, multidisciplinary workforce, driving customer focused service delivery, embedding a culture of change, continuous improvement, common professional standards and excellent people engagement and management and ensuring that the Council meets its statutory obligations in relation to all aspects of equalities legislation.
- To promote managerial responsibility for cross-organisational team working, and across boundaries with other agencies and partners, to improve services and solve problems in a coherent and integrated manner.
- To ensure that relevant and best professional advice, guidance and information is available in an intelligible and timely fashion to the Cabinet, Scrutiny, all elected Members, as well as to other stakeholders.
- To sustain and improve the overall reputation of the Council and act in the best interests of Peterborough through effective representation locally, regionally and/or nationally.
- To provide leadership within the organisation and across the wider partnership, embedding a performance culture that inspires a sense of purpose and celebrates the strength of the cultural diversity of the city and of the workforce and challenges discriminatory behaviours.
- To enable and actively encourage innovation and creativity across the services managed and commissioned, continuously pushing the boundaries of practice and operation to improve efficiency and customer experience.
- To support the Corporate Director for People and Communities in building and maintaining effective partnerships with and between local statutory and voluntary organisations as well as the independent and private sector operating in the people and communities sector, seeking to embed joint approaches to meeting the needs of the people of Peterborough wherever possible.
- To take a lead role in developing and shaping all strategies and policies relevant to the role.
- To undertake any other duties and responsibilities [including taking a lead responsibility for particular issues and projects] as may be required by the Corporate Director for People and Communities.

### **Performance and Risk Management**

- To develop and embed a performance culture that delivers results through rigorous open challenge, personal accountability, disciplined execution and continual improvement.
- To ensure that all services/functions are delivered within and to budget and meet any identified and agreed savings targets.
- To provide managerial and strategic leadership to the improvement of corporate and service performance by ensuring that resources are targeted on the Council's priorities and meeting customer needs.
- To improve the overall management of resources [financial, human and other] in serving the public of Peterborough. To discover new ways to reduce the cost of services to taxpayers and their overall productivity and value for money to service users through a range of approaches, including:
  - The strategic re-design of services and their costs;
  - The use of business and operational process improvements;
  - The smarter use of supply [through out-sourcing, co-sourcing and in-sourcing where appropriate];
  - The use of incentivisation approaches such as payment by results;
  - The better use of demand management;

- Improved asset management;
  - Identification of income generation opportunities;
- To ensure that all activities within the Directorate contribute to the building of the Peterborough Council brand and enhance the overall reputation of the Council.
  - To ensure that effective risk management arrangements are in place to minimise the Council's exposure to risk and uncertainty.
  - To promote and ensure compliance with policies and procedures, all Statements of Required Practice for managers and the Council's Code of Conduct.
  - To take an active role in promoting and ensuring the Council's responsibilities for safeguarding are met for adults and children.

### **Financial Management**

- To continually review and reshape service delivery to achieve financial efficiencies and maximise opportunities for income generation, whilst maintaining the highest standards of service delivery.
- To ensure the effective management and deployment of all appropriate commissioning budgets in line with agreed financial processes, envelopes and savings, including contract budgets for people services and pooled budgets where appropriate.

### **Job Knowledge**

- Qualified to degree level or equivalent by experience.
- Thorough understanding of the principal responsibilities and key challenges facing Local Government in the effective commissioning and delivery of people services and the appropriate role to be played by the providers of services other than Local Authorities.
- Thorough understanding of the role of communities in local democracy, and of the tools and powers available to provide the right opportunities for communities to actively participate in society.
- Good knowledge of best practice methodologies, local, regional and national policy developments and stakeholder knowledge to enable effective collaboration and commissioning arrangements.
- Strong appreciation of the varying needs of a diverse community such as Peterborough.
- Strong understanding of social policy and the impacts of social exclusion in society.

### **Experience**

- Extensive experience and proven track record at senior management level of successfully developing and delivering people services, including joint commissioning and collaboration with partners, in a complex stakeholder environment [either in local government or other large and complex organisations].
- Extensive experience of providing leadership and direction to and across a diverse range of services.
- Evidence of developing and encouraging innovative ideas to drive improvement in the delivery of services.
- Demonstrated evidence of listening and responding to the voice of those who use the services, their families and carers.
- Proven experience of influencing strategic policy direction within large complex organisations such as local authorities.
- Experience of contract specification and supervision, delivering and managing shared services and cross functional project working.
- Proven track record of leading strategic policy formulation, decision making and resource allocation and of problem solving and meeting objectives at a service directorate level.

- Evidence of successful partnership development or delivery through partnerships including an ability to work with local partners to develop joint strategies for implementing government requirements and local services.
- Demonstrated evidence of significant service improvement through managing change including staff engagement, capacity building, workforce modernisation and organisational reform.
- Experience of working effectively in a political environment, demonstrating high levels of political awareness, sensitivity, confidentiality and understanding and the ability to translate that into delivering the agendas of the administration and winning the confidence of elected members and external stakeholders.
- Significant experience of the preparation, management and control of budgets for a large, complex organisation, ensuring prioritising and targeting of resources to achieve maximum value for money and income generation and maintaining customer care.
- Experience of driving performance management using appropriate quality and management methods and models to deliver efficient and effective services through collaborative working.
- Evidence of personal commitment to diversity in the workplace and in the shaping of service outcomes.

### **Skills**

- An ability to relate to and win the confidence, trust and respect of Members, colleagues, partners and the wider community.
- Excellent leadership skills, which encourage commitment from others and promote a positive, motivated organisational culture.
- 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 partnership, 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.
- Strong financial and budgetary awareness with the ability to manage finance and wider resources within a strong performance management culture.
- Ability to use information technology to improve service delivery and reduce costs.
- Demonstrable continuous development and improvement of own leadership and professional practice.

### **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.



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