

JOB DESCRIPTION

SERVICE: Children, Families and Adults

JOB TITLE: Service Director, Children's Social Care

RESPONSIBLE TO: Executive Director, Children, Families and Adults

GRADE: Director

JOB DIMENSIONS

People: c450 FTE

Budget: £35 million (direct) £17m (indirect)

Functions: Children's Social Work, Safeguarding and Standards, Access, Children in Need, Looked After Children, Business Support

Partners: OfSTED and other Inspectors; Department for Education; Department of Health; Department of Communities and Local Government; Home Office and other government departments; Schools and Settings; District Councils; Cambridgeshire Constabulary; Clinical Commissioning Group, NHS Provider Organisations; NHS Commissioning Board, Health and Wellbeing Board; Local Safeguarding Children Board, Children's Trust, Local Government Association, Voluntary Sector, Healthwatch

JOB PURPOSE

- As a member of the Corporate Leadership Team work with Members, senior managers and others to develop the vision for Cambridgeshire and to contribute to the delivery of that vision through the development of policy, standards and service provision.
- Contribute to the achievement of the County Council's objectives and secure continuous improvement in the Council's performance by defining standards and providing countywide leadership for children's social care in collaboration with partner organisations.

ACCOUNTABILITIES

Strategic Management

Corporate and Service Strategies and Planning

- In conjunction with other members of the Corporate Leadership Team, contribute to the development of a vision for Cambridgeshire and provide clear, focused services to meet the needs of local communities.

- Represent the Service and contribute to the development and delivery of a shared vision and plan for the Children, Families and Adults Directorate.

Leadership and Partnerships

- Promote inter-service and inter-agency working, contributing to or leading on strategic, corporate and partnership programmes as required. Act as the lead director on behalf of children and young people in relation to children's social care.
- Undertake the role of Practice Leader for child and family social work as set out in the DfE Practice Leader Knowledge and Skills statement:

<https://www.gov.uk/government/publications/knowledge-and-skills-statements-for-child-and-family-social-work>

- Secure effective joint working between partners and stakeholders in respect of budgets, resource and systems coordination and deployment for the benefit of children and young people and their families.

Communication and Customer Service

Ensure that policies and systems are in place to inform and receive feedback from service users, partners, stakeholders and employees. Evaluate feedback and take appropriate action for continuous improvement. Ensure that customer-focus is promoted as a core value.

Service Management

Professional Advice

Provide specialist advisory support to Members and the Executive Director on County policy and overall service planning options relating to the post's operational responsibilities and the wider improvement of outcomes for Cambridgeshire residents.

Service Delivery

- Contribute to the delivery of improved outcomes for the residents of Cambridgeshire and lead on key aspects of the Corporate and Directorate Plans in partnership with key agencies, service users and the wider community.
- Lead and govern excellent social work practice, providing clarity of organisational purpose and driving change and progress so that children and families receive the best possible support.
- Lead the design and development of a system that enables excellent social work practice to flourish. Ensure that resources are used efficiently and effectively and that services are responsive to changing need.

- Ensure that high quality practice standards are upheld, with clear accountabilities and supported by strong performance management and quality assurance arrangements.
- Secure arrangements that enable practitioners to manage risk in an environment that supports timely and delegated decision making.
- Establish and maintain effective partnerships and working relations with external organisations and partner agencies in order to achieve integrated planning, commissioning and delivery of joined up services.
- Promote and safeguard the well-being of children in need and looked after children, ensuring that the County Council discharges its corporate parenting responsibilities sensitively and effectively.
- Support disabled children and their families/carers by delivering services that minimise the impact of disability and allow children and young people to fulfil their potential.
- Ensure the operation of effective interfaces with other services and partnerships, including the transition to adulthood.
- Secure effective management and delivery of the following key functions within the Service:
 - Access Services
 - Children in Need Services
 - Looked After Children Services including fostering and adoption and residential provision
 - Safeguarding and Standards
 - Children's Social Work policy and practice
 - Business support services

People management/workforce development

Ensure that effective processes are in place for recruiting, developing, appraising, rewarding and retaining staff, and promoting attendance and performance, in line with Council policy.

- Lead, manage, inspire and motivate the children's social care teams to ensure commitment to and delivery of high quality services focused on the needs of children and young people.
- Lead the development of excellent practitioners within an overarching practice framework. Promote talent management and the development of new social work leaders.
- Lead the provision of organisational, professional and personal support to ensure the wellbeing of practitioners.
- Ensure that employees are provided with the opportunity to develop to their

full potential and that recognition is given to continuous personal and professional development.

Financial and Performance Management

Take responsibility for the allocation of resources and the establishment of standards of performance and targets for service areas to meet agreed objectives.

- Ensure that all children's social care services meet the Council's statutory obligations and, where appropriate, national and local performance requirements.
- Establish and promote high local practice standards
- Ensure that effective quality assurance arrangements operate within the Service's overall performance management framework.
- Manage and ensure that all services are planned and delivered in a cost-effective, integrated way that meets policy and quality requirements.
- Champion performance management within Children, Families and Adults by ensuring that the organisation measures outcomes and sets itself ambitions and suitably challenging goals – and achieves them.

Policy development and service standards

- Formulate, develop and implement policies, strategies and processes across all services for children and young people.
- Work with the Executive Director and Children, Families and Adult's Management Team to ensure that the structure and policy framework is flexible and able to respond to new challenges and opportunities for the benefit of Cambridgeshire communities and residents.

Programme Management

Contribute to, and ensure appropriate engagement with, relevant programmes across the Council; lead specific programmes as requested by the Council's Senior Management Team.

Risk Management

Contribute to the overall management of risk, ensuring that lines of accountability are clear and well understood and systems are in place for monitoring, evaluating and managing risk to secure the reputation and physical, virtual and intellectual resources of the Council.

- Support the County's response to major incidents and contribute to the work of the Emergency Management Team when required.

PERSON SPECIFICATION

POST: Service Director, Children's Social Care

SERVICE: Children, Families and Adults

GRADE: Director

Education and qualifications

Essential:

- Educated to degree level or equivalent
- Professional qualification in social care and eligible for GSCC registration

Desirable:

- Evidence of relevant, recent continuing professional development portfolio
- Management qualification, or willingness to work towards one

Knowledge

Essential:

- Detailed knowledge and understanding of local government organisation and services
- Extensive knowledge of the legislative and operational framework for children's social care
- Extensive knowledge of good practice in children's social care
- Sound understanding of how services for children, families and adults deployed at locality, area and county level can contribute to the well-being of children and young people
- Understanding of local authority budget setting and management issues

Desirable:

Experience and skills

- Proven senior leadership experience gained in a relevant service area, including one or more aspects of children's social care
- Proven track record of successful management of organisational change

- Successful track record of developing services and translating local, regional and national requirements into practical outcomes
- Evidence of ability to provide a clear overview of complex issues and provide sound, professional and reliable advice
- Proven ability to gain the confidence of Members, senior managers, partner organisations, colleagues and employees
- Proven track record of success in motivating, training and developing high performing teams
- Able to demonstrate political sensitivity and interpret political will
- Experience of promoting diversity in employment and service delivery
- Successful experience of planning and managing large and complex budgets and other resources
- Demonstrable ability to work constructively with stakeholders, including children and families, in developing plans for the development and delivery of services
- Proven ability to use data to determine the effective use of resources
- Experience of and commitment to building community engagement
- Ability to think strategically and apply analytical reasoning to complex problems
- Excellent presentational and communication skills
- Demonstrable commitment to and understanding of equalities issues in service delivery and employment.

Cambridgeshire Behaviours

Work in accordance with the Cambridgeshire Behaviours for a member of the Corporate Leadership Team:

Working Together: inspire a 'one-team' culture, building networks, locally, regionally and nationally to help provide support and expertise in shaping and driving forward agendas and addressing cross-cutting multi-agency concerns.

Integrity: Lead by example and have a visible commitment to engaging and involving all service-users/stakeholders. Encourage a culture where everyone feels confident and able to innovate, challenge and provide feedback to all levels in the organisation

Respect: Lead Council services and work with external partners in showing the value when working in the public sector of treating people according to need. Inspire active changes in behaviour to improve use of resources

Excellence: Lead by example and inspire colleagues and customers. Work to achieve a set vision of improvement and excellence within the Council as well as with partners and other external stakeholders.