

# Job description and specification

**Job Title : DIRECTOR OF PREVENTION AND EARLY HELP**

**Service:** Prevention and Early Help

**Grade:** D3

**Reports to:** Executive Director of People

## Your job

Strategically develop, influence and deliver a coordinated continuum of high quality prevention and early help services to vulnerable children, young people and families working within and with local communities. Change, innovation and continuous improvement will be the key themes and service excellence will be the measure of success. The post holder will be the Strategic lead for the transformation of services for prevention and early help and will make a significant contribution to improve the health and wellbeing of children within the Borough. Securing effective targeting of early intervention services, working actively with partner agencies, to secure a shift in the delivery of services to whole family thinking and to address identified needs earlier.

## In this job you will

- Keep children, families and parents at the centre of everything you do and ensure that children and young people are involved in the development and delivery of local services.
- Play a full role in Peoples' and portfolio leadership as a member of the Children and Young People's Departmental Management Team; ensuring that Cheshire East Council meets its corporate outcomes.
- Take full responsibility for the operational and strategic delivery of the Children's Prevention and Early Help function within Cheshire East Council taking the lead on advising the Executive Director of People and Cabinet Members on all related issues.
- Act as advocate for the needs of children and young people and to actively seek opportunities to encourage, facilitate, support and empower children and young people to become involved in the democratic decision making process and as "co-producers" of local services, including them taking on direct responsibility for the running of particular local facilities and services.
- Support the creation of and articulate the longer term vision, strategy and priorities of the Council (and its partners), as set out in its Health and Wellbeing Strategy, Council Plan, Children and Young Peoples Plan and Medium Term Financial Strategy.
- Promote managerial responsibility for cross-organisational team working, and across boundaries with other agencies and partners, voluntary and other public sector organisations, and with service users, to deliver more cost effective and valued services and solve problems in a coherent and integrated manner.
- Develop and embed a performance culture that delivers results in terms of better outcomes for children and young people through rigorous open challenge, personal accountability, disciplined execution and continual improvement.
- Discover new ways to reduce the cost of services and improve the overall productivity and value for money to children and young people, through a range of approaches, including: the strategic re-design of services and their costs; the use of business and operational process

improvements; the better use of demand management; and improved asset management.

- Ensure that effective risk management arrangements are in place to maximise the ability to identify and take up opportunity, and to minimise the Council's exposure to risk and uncertainty, whilst encouraging creative thinking and innovative practice.
- Put in place resilient business continuity arrangements, and robust response and recovery arrangements in the event of emergencies and critical incidents locally – in accordance with the requirements of the Council's Emergency and Business Continuity Plans.
- Ensure that all services/functions are delivered within and to budget.
- Articulate, champion and develop the Council's new culture programme and operating model and principles, driving efficiency and innovation in service design and methods of delivery, to provide added value for money for local people.
- Support, encourage and enable collaborative, shared accountability and multi agency working, in partnership with a wide range of other local service providers, to deliver better quality of life outcomes for children and young people efficiently and effectively.
- Work closely with all elected Members and support them in undertaking their Community Leadership roles effectively, by providing expert strategic advice and helping them hold local public service providers to account for delivery performance and outcomes for children and young people.
- Lead, direct, co-ordinate and oversee the provision of a range of prevention and early help functions, and the work of delivery and project teams in achieving specific outcomes for children and young people.
- Promote and support the development of Council policy, corporate plan, cultural change programme and whole organisational transformation programme.
- Provide effective leadership and clear direction for all staff within the Department of Prevention and Early Help in a culture of continuous improvement. Support and hold to account all managers within the service.
- Provide leadership, professional advice and support on behalf of the Council working with key stakeholders, funders and other partners in sustaining and developing the ability of the Council either directly or through its strategic partners to further the development of children and young people in Cheshire East.
- Represent Cheshire East in national fora, across the North West and in the sub region as required, promoting Cheshire East's practice and potential, with briefings for the Council and in particular for Cabinet and Corporate Leadership Team.
- Ensure that all initiatives are considered in the wider context of the Council.
- Work closely with other members of the Children and Young People's Service senior management team, other parts of the organisation and partners to ensure that the portfolio meets its statutory obligations; and develops and delivers its statutory plans.
- Support the work of elected members, particularly the Cabinet, the relevant Cabinet Members, Corporate Parenting Committee and Overview and Scrutiny Committee through the provision of high quality advice and information.
- Ensure the effective operation of decision-making and scrutiny processes and promote good governance.
- Deputise for the Executive Director of People (DCS) as and when necessary.
- Meet or exceed personal and service performance targets agreed annually with the Executive Director of People (DCS).
- Continually review and contribute to the Council's performance management framework and other key strategies and business plans.
- Have a clear role in driving the development of the local joint strategic needs assessment

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(JSNA), Children and Young People's Plan and joint Health and Wellbeing Strategy.

- Chair SCEPT Board (Safer Cheshire East Partnership) the statutory Community Safety Partnership Board reporting to the Police and Crime Commissioner.
- Join up local commissioning plans for clinical and public health services, where appropriate, to address the identified local needs through the JSNA.
- Have responsibility for any agreements made under Section 75 of the National Health Service (NHS) Act 2006 between the Local Authority and NHS relating to prevention and early help services to children and young people – for example, pooled budgets for commissioning and/or delivering integrated services covering prevention and early help.
- Act as effective and caring corporate parent for looked after children, with key roles in improving their Education, employment or training (EET), alongside all officers and members of the Local Authority
- Contribute actively to the effective functioning of a network with peers, for mutual development and support, to derive shared solutions to complex aspects of service design and delivery, and to make recommendations to the Corporate Management Team on these where appropriate.
- Articulate, champion and develop the Council's operating model and principles, driving efficiency and continuous improvement, to provide real value-for-money for local people.
- Ensure consistently high levels of customer satisfaction, including designing and putting in place an effective framework to capture measure and report on this on a regular basis.
- Support, encourage and enable collaborative multiple accountability and multi agency working, in partnership with a wide range of other service providers, to deliver outcomes for local people efficiently and effectively.
- Create, foster and maintain a safe and healthy working environment, which encourages commerciality, creative thinking, innovative practice and acceptable well managed risk taking by all staff, and which seeks actively to provide added 'public value' from limited resources.
- Design, document, implement and maintain service structures, methods of delivery, operating procedures and 'rules of engagement' which define the required behaviours and best practice of frontline staff, and to ensure that agreed standards are met consistently in meeting the needs of local people.
- Manage all aspects of the team and individual staff performances including use of resources against agreed shared and personal targets ensuring a culture/ethos of continual improvement of services.
- Take responsibility for, and be directly accountable for the performance and use of resources, of a range of defined related functions and activities, as the main (but not exclusive) area of focus of the role.
- Support the Safeguarding Partnership ensuring effective practice to keep children safe.
- Take a strategic lead on youth offending, Youth Services, Troubled Families, Family Support, Children Centres and Family Centres to ensure high quality arrangements which meet demand in localities and across the borough as a whole.
- Lead and develop the Council's strategic relationships with key regional and national organisations including Youth Justice Board, Home Office, DHCLG, Department of Education, Ofsted and HMIP to ensure the Council can achieve the best outcomes for children and young people.
- Encourage and challenge providers to ensure a co-ordinated continuum of prevention and support services are available to vulnerable children and young people, together with the Director of Adult Services Operations and the Director of Public Health lead,
- Accurately map need across the Borough, lead early intervention and prevention strategies and integrated processes to develop appropriate services to enhance support to families, ensuring the continued development of our network of children's centres and our broader pursuit of early

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years' excellence to affect change in school readiness and in parenting capacity.

- Undertake strategic management of the Youth Engagement team and to ensure the key linkages and synergies with other teams and processes across the portfolio and amongst our partners. Developing the strategy for Integrated and Targeted Youth Support arrangements and ensuring effective implementation of those arrangements.
- Line manage the Head of Service for Peoples Developments and Partnerships to oversee the following:
  - Change management and service improvement
  - Key task and finish projects
  - Oversee, coordinate and action plan around external and internal inspections and reviews (eg, ILACS inspections, JTAI, Corporate Peer Challenge)
  - Support and coordination of partnerships.
  - Business Cases – coordination, Quality Assure, around annual HLBC process.
  - Strategy development and implementation plans
  - Needs analysis and self-evaluations (Eg, ADCS North West Peer Challenge and Ofsted annual conversation)
  - Coordination of service specific policies and procedures
  - Working with Business Intelligence to coordinate a range of scorecards and intelligence for scrutiny.
  - Frontline visits – coordinate for elected members around safeguarding and corporate parenting and senior managers to frontline teams
  - Cross service support for the People Service
  - Coordinate surveys – Family surveys, annual staff survey.
- Provide clear and inspiring leadership to all staff.
- Own, live and demonstrate the vision, values and staff deal of the Council and ensure they are translated into clear objectives and initiatives.
- Encourage a culture of continuous improvement to develop an outstanding service, where innovation and enterprise flourish.
- Guide and be accountable for the relevant managers within the service.
- Deliver all departmental performance targets as discussed and agreed with the Executive Director of People (DCS).
- Use the Council's available financial resources to maximum effect within the Council's financial regulations and standing orders.
- Maximise income generation opportunities and payment by results.
- Assist Councillors in the formulation and review of service policies to achieve the Council's strategic objectives and statutory obligations.
- Initiate and develop strong working relationships, both internally and externally, and maintain effective networks in order to seek out new ideas and innovations to improve service delivery.
- Visibly promote and demonstrate a strong commitment to equality in all areas of the service and wider business.
- Be responsible for the effective management of all HR policy and procedures, including disciplinary, welfare and attendance processes.
- Actively promote best practice to ensure consistency, fairness and transparency at all times.
- Deal with conflicting demands to establish corporate priorities.

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- Deliver a performance-driven culture through the development of service excellence, people planning and financial and budget management.
- Ensure continuous improvement, value for money and best value are delivered.
- Develop staff performance and set appropriate target levels of service.
- Create a positive learning and working environment through delegation, mentoring and coaching of staff and through the identification of training and development needs.
- Ensure the development, provision and analysis of high quality management information and documentation that is timely, accurate and meaningful.
- Promote strong, direct and effective communication and involvement with all stakeholders.
- Provide realistic and robust financial advice to Councillors and Officers.
- Ensure financial and accounting practices and best practice are adhered to.
- Work in a corporate and co-operative way with all senior management, members and staff.
- Develop the Council's commitment to equality, diversity and inclusion and promote non-discriminatory practices in all aspects of work undertaken.
- Ensure that work complies with all statutory requirements, Standing Orders and Financial Regulations of the Council and ensure that all work functions are undertaken in accordance with health and safety legislation, codes of practice.
- Act as Emergency Duty Lead Officer on rota for a week with other officers.

### **Key Outcomes**

- Performance is excellence.
- Children and young people (direct and indirect) at the heart of all decision making.
- Managing people, resources and performance is effective and demonstrably high performing.
- Demonstrating real and substantial value for money
- Leading the cultural change within the department
- Challenge, create and innovate

From time to time you may be asked to undertake work as may be determined by the Executive Director – People Services. This will be up to or at a level that is consistent with your job role. This supports our joint commitment in our employee deal to work together as one team and one council to deliver the best service for our customers and communities.

## **In this job you will need**

You must be able to demonstrate the following essential requirements:

- Educated to degree level or equivalent.
- Evidence of continuous professional development related to one or more aspect of children and young people's services, which reflects commitment to effective management in a large organisation.
- Substantial senior management experience at a senior level in a large agency or organisation relevant to the provision of services for children and young people.
- A proven track record of improving services within a children's context.
- A successful track record of achievement including managing challenging change initiatives and projects which involve complex revenue and capital budgets and a range

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of funding streams.

- Experience of policy development, implementation and successful evaluation of children's services, including payment by results, in a local government context.
- Experience of leading and motivating significant numbers of staff in a demanding environment.
- Evidence of success in delivering children's services within tight budget constraints and with limited resources.
- Operational and strategic managerial experience of delivering high quality services for children in a multi-agency context. This includes direct service provision, commissioning and through partnering.
- Successful experience of working within a performance culture, including people planning, target setting, performance appraisal and the management and motivation of diverse staff groups.
- Experience of successful working with strong accountability systems, either through elected boards, strategic boards, shareholders or political governance systems.
- Experience of successful working across different geographical boundaries and with different public sector partners.
- A significant understanding of the legislative and policy framework relating to children and young people, together with associated current and emerging local government issues.
- Excellent communication skills, including the ability to articulate and disseminate a vision; to present clear, accurate and concise reports to a wide range of audiences reflecting political sensitivities where appropriate.
- Strong interpersonal skills, including the ability to persuade and influence partners and stakeholders.
- Good judgement and the ability to anticipate and plan for future developments.
- Strong analytical and project management skills, and the ability to use data and information intelligently.
- The ability to develop practical and creative solutions to both service and corporate problems.
- The ability to act as an inspirational role model across a wide range of staff, partners and stakeholders to motivate and to enable the delivery of high quality services in a complex and demanding environment.
- A good understanding of working in a demanding rural and urban context.
- The highest personal integrity and loyalty, supportive to colleagues, with a drive to deliver corporately on the Council's vision and values
- An understanding of and a personal commitment to the vision, values and Staff deal within Cheshire East Council

## Our culture

For us, it is not just about our achievements as an organisation, but about how we do it. At Cheshire East Council we are working for a brighter future together –

- **We have a shared purpose**
- **We are supported and well led**
- **We are treated fairly and highly valued**
- **We succeed together**

This is all underpinned in our employee deal and everyone is expected to uphold their commitments by living by our values and demonstrating our behaviours.

## Our values

**Flexibility:** adaptable, open to learning and resilient

**Innovation:** creative, challenges convention and always looks to improve

**Responsibility:** delivers on promises, efficient and has integrity

**Service:** listens, delivers quality, is reliable and enables others

**Teamwork:** respectful, inclusive and contributes at all levels

## Employee deal

### Our COMMITMENT

#### Shared purpose

- Provide a safe and positive working environment
- Setting clear performance objectives with realistic timescales for delivery
- Having fair and efficient policies and procedures in place and applying them consistently
- Listen, respond and act appropriately when you tell us about something that is inappropriate or wrong

#### Well led

- Provide honest, respectful and responsible leadership
- Be fair, consistent and timely in our decision making
- Work with you, enabling you to do your best work every day with the right resources, tools and technology

#### Valued people

- Have regular, useful team meetings, keep you informed and provide an opportunity for everyone to share their views
- Treat you as individuals, be respectful, flexible and supportive
- Care for your health and well-being
- Provide you with regular, meaningful and constructive feedback on your performance through one-to-ones and performance review meetings

#### Succeeding together

- Offer you opportunities for learning and developing
- Recognise and value your hard work and contribution
- Work together as one team and one council to deliver the best service for our customers and

### Your COMMITMENT

#### Shared purpose

- Bring a positive and can do attitude into work
- Be proactive and always responsive to our customers and communities
- Work responsibly and ask for help if you need it
- Tell us if you see or experience anything that is inappropriate or wrong

#### Well led

- Be honest and reliable
- Get involved, keep informed, make suggestions and share your ideas
- Embrace technology and new ways of working

#### Valued people

- Participate fully and make helpful contributions to team meetings
- Be respectful of others and work flexibly and collaboratively with colleagues and partners
- Care for your health and well-being enabling you to maximise your attendance at work
- Value helpful constructive feedback and act upon it

#### Succeeding together

- Take the opportunity to learn and develop
- Be supportive and appreciate others
- Work together as one team and one council to deliver the best service for our customers and communities

# Working for a brighter future together

