

# Job description and specification

**Job Title:** HEAD OF EARLY HELP

**Service:** Children's Preventative Service

**Grade:** SMG3

**Reports to:** Director of Prevention and Early Help

## Your job

The main purpose and activity of this post will be to lead and develop the early help offer to families in Cheshire East. In regard to Council services the role will ensure the delivery of a high quality early intervention and prevention services which aim to make families more self resilient and reduce the need for complex, statutory interventions. Working across the partnership the post holder will create and develop integrated working arrangements in three localities which ensure clear pathways to easily accessible, needs led, multi agency services which focus upon improving outcomes for all families in Cheshire East.

## In this job you will

- 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.
- Ensure that services/functions are delivered within and to budget, and to set and manage appropriate financial and other controls, which enable decisions to be made directly and quickly at the frontline (within agreed delegated authority).
- Manage all aspects of the team and individual staff performances including use of resources against agreed shared and personal targets.
- Work closely with elected Members at local level, to support them in undertaking their

Community Leadership role effectively and confidently.

- 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
- Lead on the delivery of the Cheshire East Early Help strategy and to ensure the outcomes identified are achieved. Work in partnership with other early help colleagues to take account of new legislation and national and local policy initiatives.
- Ensure the development and implementation of multi agency early years pathway to improve access to well co-ordinated, effective services, including the implementation of the two year old nursery places and continue to deliver a sufficiency of three and four year old places
- Deliver high quality children centres targeted at meeting the needs of Cheshire East's most vulnerable families and communities ensuring effective services and good inspection outcomes.
- Deliver well co-ordinated open access youth provision to provide activities for young people's participation in the community.
- Ensure that the productive multi agency partnerships are in place so that children and young people in Cheshire East get a good start in life by:-
  - ensuring that any additional needs are identified early and are responded to
  - making school readiness central to the delivery of services
  - supporting parents to meet the needs of their children
  - Ensuring that Early Help services contribute to reducing the need for high cost specialist services
  - Ensuring that services are in place to enable the stepping down of cases from statutory services.
  - Working with local communities and elected members to revise the offer from Children's Centres as Early Years Hubs.

From time to time you may be asked to undertake work as may be determined. 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

- A proven track record of high achievement at Senior Management level within an Early Help and Prevention environment of comparable scope and complexity and with an understanding of the issues facing Cheshire East Council and the areas for which the post holder is responsible.
- Experience of successful strategic and corporate management and a proven track record of leading in the formulation and delivery of strategic objectives and policies within a large, multi-disciplined organisation.
- A demonstrable track record of leading, motivating and managing teams to achieve significant, sustainable service improvements and outstanding results, through internal and external partnerships
- Evidence of leading and developing a performance management culture, including service planning, target setting, performance appraisal, and the management of diverse staff groups.
- Extensive experience of delivering customer focused services that are responsive and flexible with regard to customer need.
- Evidence of successful strategic and operational resource management, including evaluating competing priorities within tight financial limits and managing progressive and innovative budgetary arrangements.

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- A proven track record of innovating service delivery in order to drive out efficiencies and maximise value for money.
- A track record of working in and forging successful partnerships with a wide range of internal and external bodies including governmental and non governmental organisations, the private and voluntary sectors to successfully deliver cross sector projects that meet Cheshire East Council's corporate priorities.
- Proven experience of effectively working as part of a team and of successfully operating in a team environment.
- A proven track record of working effectively within a political environment, providing clear, balanced advice and guidance on strategic issues that achieve the corporate and service objectives of the organisation.
- A thorough understanding of best practice and contemporary issues affecting the provision of the areas for which the post holder is responsible, and an understanding of good management practice and value for money in a local authority setting.
- Ability to operate effectively within the democratic processes, with the political acumen and skills to develop productive working relationships with Council Members and colleagues across the Authority that command respect, trust and confidence.
- Ability to provide visible and supportive transformational leadership, empowering, enabling, motivating and developing the workforce and fostering a positive organisational culture.
- A detailed knowledge and understanding of the challenges involved in seeking to provide fully integrated services to customers.
- Knowledge of leading edge service delivery and a proven ability to translate best practice into service transformation.
- Understanding and a record of achievement in promoting fairness and inclusion in employment and service delivery.
- Financial and commercial awareness, with strong analytical skills and an excellent aptitude for developing innovative solutions to complex problems.
- Ability to propose, develop and implement effective strategies in pursuit of agreed goals and to make clear, informed, appropriate and timely decisions.
- Highly developed networking, partnership, advocacy, negotiating and presentation skills that are persuasive and influential with others.
- Outstanding negotiation, interpersonal and communication skills to relate effectively to employees, service managers, Council Members, the general public and other stakeholders and command their respect, trust and confidence.
- A strong corporate orientation and a demonstrable commitment to tackling issues in a non-departmental manner.
- An inspirational, motivational, enthusing leader with a clear vision for the Council and its contribution to the overall development of the Borough and the areas for which the post holder is responsible, with high levels of energy, stamina and resilience.
- Personality, conduct and credibility that engages and commands the confidence of Council Members, senior managers, staff, the public, external partners and other stakeholders.
- A personal commitment to using customer insight and evidence based decision making to determine service delivery.
- Highly innovative and forward thinking. Commitment to personal development.

## 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**

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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

### 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

- 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 communities
- 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

