

Job Description and Specification



Working for a **brighter future** together

Job Title	Director Children's Social Care
Reference	CE202B
Service	People
Grade	D3 – D1(b)
Reporting To	Executive Director of People
Location	Westfields

1. Primary Focus

To keep children, families and parents safe and at the centre of everything you do and ensure that children and young people are involved in the development and delivery of local services.

Act as the senior professional on all aspects of children's safeguarding issues for the Council.

Be responsible for the leadership and operational running of all aspects of the Safeguarding Service in Cheshire East Council and ensure that statutory functions are effectively discharged and compliant.

To lead and manage policy, procedure and practice to ensure that effective and robust procedures are established and maintained in order that children and young people across Cheshire East are safeguarding from harm.

To develop and deliver high quality services which are safe, robust and measurable and provide positive outcomes for children, young people and families in Cheshire East in accordance with agreed procedures and practice.

To promote approaches that support the development of strong and resilient families and communities as the bedrock for securing good outcomes for children and young people and secure their improved wellbeing and enhance their life chances.

To 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.

To take full responsibility for the operational and strategic delivery of the Children's Social Care function within Cheshire East Council taking the lead on advising the Executive Director of People (DCS) and Cabinet members on all safeguarding and corporate parenting related issues.

To lead, direct, co-ordinate and oversee the action Plan for improve following the ILCAS inspection.

Change, innovation and continuous improvement for foster carer will be the key to this role and service excellence will be the measure of success.

To act as an advocate for the needs of local children and young people and to actively seek opportunities to encourage, facilitate, support and empower children and young people and community groups to become involved in the democratic decision making process and as "co-producers" of local services, in order to encourage local communities to become more resilient and self-sufficient.

To support the vision, strategy and priorities of the Directorate and the Children and Young Peoples Plan and the vision, strategy and priorities of the Council (and its partners), as set out in its Health and Wellbeing Strategy, Council Plan, and Medium-Term Financial Strategy.

To work with the lead Cabinet member to lead and develop relationships with key stakeholders in, business and communities, creating partnerships to influence views and decisions for the benefit of Cheshire East.

Promote managerial responsibility for cross-organisational team working, and across boundaries with other agencies and partners, voluntary and other public sector organisations, and with the department, colleagues, partners and children and young people 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 measurable by Ofsted and 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 smarter use of commissioning; effective demand management; and improved asset management.

Ensure that effective risk management and safeguarding 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 to promote the rights of children and young people.

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.

To articulate, champion and develop the Council's new operating model and principles, driving efficiency and innovation in service design and methods of delivery, to provide added value for money for local people.

To 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.

To work closely with elected members and support them in undertaking their corporate parenting, Strategic Leadership and Community Leadership roles effectively, Overview and Scrutiny by providing expert strategic advice and helping them hold local public service providers for children and young people's services to account for delivery performance and outcomes.

2. Specific Responsibilities

To ensure that the strategic objectives and priorities for the Council are planned and delivered effectively through:

- Integration with the overall objectives of both the Council and Central Government, including as measured by key national and local performance indicators;
- Planning to succeed through analysis of all relevant information concerning costs, benefits, impact and risks;

2. Specific Responsibilities

- Translating into successful operational reality by having the right resources in the right place at the right time.

To plan, monitor and control revenue budgets, in compliance with financial regulations.

The service response to the Children and Families Services Medium Term Financial Strategy, including the reshaping of services where appropriate that enhance outcomes for children and young people within the agreed financial envelope are achieved.

Responsible for safeguarding and promoting the welfare of children at all times.

Safeguard and promote the welfare of child in line with the Children Acts 1989 and 2004 and Working Together to Safeguard Children guidance 2015.

To support the Council's Corporate Leadership Team in promoting the safety and safeguarding of children and young people of Cheshire East, including safe recruitment practice, as well as deputising for the Director of Children's Services as and when required.

Ensuring that incoming work is appropriately assessed, timely decisions are made to safeguard children where required and robust supervision is in place.

Driving the consistent implementation of high-quality standards, ensuring benchmarks for service development and customer service have been established and progress against these are effectively monitored.

To contribute fully to partnership working across Cheshire East developing and maintaining strong and effective links with Health / Police / Voluntary Sector and other agencies to promote safer communities and deliver truly integrated services and good outcomes for children and families.

To ensure the role of Corporate Parents is effectively discharged to Children Looked After and Care Leavers.

Securing appropriate local placements/accommodation for all vulnerable children and young people when required.

Focusing on user needs and actively seeking the views of service users and the community in general to ensure the service meets the needs of the community.

To ensure safeguarding and child protection procedures are consistently and appropriately implemented, developed and maintained so that children and young people's safety is actively promoted and rigorously pursued.

Ensure key professional decisions are made according to the highest standards, using an evidence base and stand up to scrutiny. Provide appropriate challenge to the decisions of other managers.

To drive the consistent implementation of high-quality standards, share good practice and ensure benchmarks for service development and customer service have been established and progress against these are effectively monitored.

Ensure organisational safeguarding strategies and policies reflect statutory requirements and best practice and that they are understood and implemented within area of responsibility. Drive innovation in models of service delivery through leading and developing relevant partnerships between the Council and other public, private and voluntary bodies.

- Responsible for all functions within the Children's Social Care area of the Children and Young People's Department within the Peoples Directorate.

2. Specific Responsibilities

- Provide effective leadership and clear direction for all staff within the Divisions of Children's Social Care in a culture of continuous improvement. Support and hold to account all managers within the service.
- Provide leadership and direction to the Children's Social Care Services as well as other services involved in the safeguarding and corporate parenting process.
- Monitor Children's Social Care activity and trends to ensure that the delivery team is at optimum strength for the given workload.
- Lead the development of Signs of Safety as the model of social work practice across all of children's social care.
- 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 social care 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.
- Be the deputy Caldicott Guardian.
- To have a clear role in driving the development of the local joint strategic needs assessment (JSNA), Children and Young People's Plan and joint Health and Wellbeing Strategy.
- To join up local commissioning plans for clinical and public health services with children's social care, where appropriate, to address the identified local needs through the JSNA.
- To 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 social care services to children and young people – for example, pooled budgets for commissioning and/or delivering integrated services covering children's social care.

2. Specific Responsibilities

- To ensure that there are clear and effective arrangements to protect children and young people from harm including assessment, planning and review.
- To be a member of the Cheshire East Safeguarding Partnership and be held to account for the effective working of the Partnership.
- Along with all officers and members of the Local Authority, to act as effective and caring corporate parents for looked after children, with key roles in improving their educational attainment, providing stable and high-quality placements and proper planning for when they leave care.
- To Chair the Children and Young Peoples Trust and ensure effective partnership arrangements to deliver the Children and Young Peoples plan.
- To ensure the effective delivery of the Domestic Abuse Partnership
- To lead the delivery of robust Children's Social Care services in line with legislation, regulation, statutory guidance and best practice.

3. Shared Management Objectives

- 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 service managers within the Portfolio.
- Deliver all Portfolio 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.
- 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.

4. Broad Responsibilities

- 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.
- Support the work of Members at the strategic level.
- Provide realistic and robust financial advice to Members 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 equal opportunities 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, and the Council safety plan.
- Act as Emergency Duty Lead Officer on rota for a week with other officers.
- This job description is not intended to be either prescriptive or exhaustive. It is issued as a framework to outline the main areas of responsibility at the time of writing. There is recognition that the Children and Young People's Services within the Council are likely to be subject to continuous change. As such, senior officers are expected to work flexibly and accept that their areas of specific responsibility may also be subject to change.

5. Key Outcomes

- Performance excellence
- Children and Young People (direct and indirect) at the heart of all decision making
- Managing people, resources and performance
- Demonstrating real and substantial value for money
- Leading the business service
- Challenge, create and innovate

PERSON SPECIFICATION

Qualifications and Training

1. Educated to degree level or equivalent.
2. Diploma in Social Work or Certificate of Qualification in Social Work.
3. Registered with Social Work England
4. 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.

Experience

1. 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.
2. A proven track record of improving services within a children's social care context. Experience of successfully planning for and contributing to OFSTED inspection processes.
3. A successful track record of achievement including managing challenging change initiatives and projects which involve complex budgets and a range of funding streams.
4. Experience of policy development, implementation and successful evaluation of children's services in a local government context.
5. Experience of leading and motivating significant numbers of staff in a demanding environment.
6. Evidence of success in delivering children's services within tight budget constraints and with limited resources.
7. 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.
8. 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

9. Experience of working with strong accountability systems, either through elected boards, strategic boards, shareholders or political governance systems.

Skills / Abilities

10. A significant understanding of the legislative and policy framework relating to safeguarding children and young people, together with associated current and emerging local government issues.
11. 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.
12. Strong interpersonal skills, including the ability to persuade and influence partners and stakeholders.
13. Good judgement and the ability to anticipate and plan for future developments.
14. Strong analytical and management skills, and the ability to use data and information intelligently.
15. The ability to develop practical and creative solutions to both service and corporate problems.
16. 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.
17. A good understanding of working in a demanding urban context.

Personal Style and Behaviour

The highest personal integrity and loyalty, supportive to colleagues, with a drive to deliver corporately on the Council's vision and values.

Commitment

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

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 communities

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

