

## Service Director Children's Social Care and Targeted Support

**Reports to:** Executive Director for Children, Education and Families

**Grade:** Leadership 3

### Job Purpose

As Service Director of the Council and member of the Extended Leadership Team (ELT), this role takes collective and shared responsibility for the effective leadership and corporate management of the Council's services and delivery of improved outcomes and the achievement of value for money.

Acting as a professional lead on all matters within their portfolio of responsibility, the post is responsible for a range of Council services that includes, but is not limited to:

Accountability and responsibility for the leadership and management of Cambridgeshire County Council's Social Care function together with undertaking a full leadership role in the Children, Education and Families Management Team to ensure that children's needs are met across the whole spectrum of intervention and prevention. There will be an expectation that they will work across Children, Education and Families and other directorates to ensure that Social Care is fully integrated with other parts of the directorate.

- To deputise for the DCS, when relevant, work across Children, Education and Families Services and closely with the Chief Officers and elected Councillors on the whole service agenda.
- To effectively lead on the Council's Achieving Outstanding Plan, raising the quality of practice across Social Care and multi-agency partnership to ensure that Social Care is a highly performing service.
- To attend, report and be accountable for the provision of reports to the Tackling Inequalities Committee, Corporate Parenting Panel, All Party Policy Forum and any other relevant Council meetings.
- To ensure staff compliance with safeguarding policies and procedures and ensure practice is of the highest standard.
- Safeguarding lead for the authority and designated Officer for the LSCB.
- To work closely with all schools and Head Teachers to achieve the best outcome for children and families.
- Responsible collectively as a key member of DMT for the overall Children's Services budget of approximately £7 million. Designated officer for the Community Safety Partnerships/Domestic Violence Strategic Board, MARU Board, CPP and Youth Offending Service Board.

Early Help & Support  
Assessment Family Support  
Leaving Care  
Youth Services

## **Role Specific Accountabilities and Statutory Responsibilities**

- To lead, direct and manage a range of children and young people's services, either directly managed or commissioned from other providers to ensure the highest possible quality of care, development, learning and support for children and young people in order to secure the best outcomes for children and young people, whilst representing best value for the council.
- To manage the budget for Social Care, leading and directing the annual budget setting and realignment processes to meet identified priorities and ensuring the best possible financial management.
- To manage Social Care to the highest possible practice standard to ensure excellent outcomes for all children and to secure the best possible OFSTED rating.
- To lead and attend the Corporate Parenting Panel ensuring elected councillors are fully appraised of their corporate parenting responsibilities.
- To ensure robust recruitment and retention strategy is developed and delivered.
- To ensure staff compliance over a number of performance indicators and that thresholds for intervention are fully understood and complied with across all agencies.
- To develop interagency working arrangements across all services to secure and improve performance as defined locally or nationally. To be responsible for the delivery of best multi agency practice through the CSPB and CFJCB.
- To carry out any additional duties and responsibilities as requested by the Director of Children's Services, including deputising for him/her as required and contributing to the corporate management of the council and the management of Children, Education and Families Services as a member of DLT in order to secure continuous improvement in services to the people of Cambridgeshire.
- Takes all strategic and operational decisions relating to the Service with reference to the DCS if appropriate and relevant, who is kept informed of high-profile matters on a need to know basis.
- Informs and/or consults the DCS and Portfolio Holder about all politically sensitive and complex matters relating to the business of the division.
- Takes responsibility for the development of strategic business and financial plan for the division in the context of a collaborative corporate and departmental planning framework.
- Takes responsibility for the financial decisions within the overall budget divisions and corporate standing orders and financial regulations.
- Makes recommendations to the DCS in relation to strategic policy and planning of the division, defining priorities, and developing plans in response to those priorities.
- Contributes to the strategic development of the department as a member of the department senior Leadership Team

## **Leadership and Collaboration**

Demonstrate compassionate and inspiring leadership, whilst providing strong and motivational leadership to drive continuous improvement, efficiency savings and higher levels of satisfaction for residents of the County.

Actively understand the challenges faced by colleagues across the organisation to be able to support all ELT colleagues to deliver their objectives as well as those of the whole council and to be in a position to

effectively contribute to the development and delivery of the Council's Corporate Strategy, Medium Term Financial Strategy and Workforce Plans.

Actively promote and role model the council's priorities and ways of working and the Council's values and behaviours to ensure they are delivered throughout the organisation.

Develop and implement effective communication and engagement arrangements with service users, stakeholders, communities and partnership agencies to facilitate effective relationships that drive improvements in service delivery.

Actively develop and maintain strong relationships with key external stakeholders in the public, private and community and voluntary sectors, to optimise opportunities for delivering services in partnership wherever this would generate improved outcomes, effectiveness, or efficiency.

To deputise for the Executive Director Children, Education and Families as required.

### **Governance**

Fully understand and uphold the Constitution, Scheme of Financial Delegation and Contract Procedure Rules of the Council and ensure that they are followed throughout the directorate as well as that effective strategy, policy and resource considerations are at the heart of decision making so that services are delivered as efficiently and effectively as possible.

Support the democratic process, providing advice to elected members on the appropriate response to local, regional, national and international matters as well as the internal business of the Council.

Champion and lead risk effective management of risk and the active response to audit findings in relation to service delivery and be jointly accountable with others in CLT for the corporate risk register and corporate risk framework of the Council.

Ensures the Council fulfils its duties in relation to standards, complaints and scrutiny, to maintains an open culture of transparency, accountability and ownership, taking responsibility for mistakes, putting them right and learning lessons for future improvement.

Act to protect and improve the overall reputation of the Council, representing the Council at appropriate local, regional and national forums and in the media, as required.

To promote, preserve and protect the health, safety and wellbeing of councillors, employees, service users, contractors and partners in the provision of Council services, ensuring that the provisions of all relevant legislation are achieved, such as the Health and Safety at Work Act 1974.

### **Innovation**

Champion innovation by being open minded to new and radical ways to deliver services, actively seeking out good practice from others to learn from to develop our own service design and delivery.

Promote a culture of continuous improvement by encouraging colleagues to share ideas, take appropriate risks, and recognising innovation.

Champion and embed a performance and quality assurance culture that delivers results through rigorous open challenge, personal accountability and continuous improvement.

## Equality, Diversity and Inclusion

Promote an organisational culture that is positive, safe, respectful and compassionate, as well as open to change and feedback enabling everyone to feel empowered and valued.

Act at all times in ways that create an inclusive environment where people can thrive and be empowered to do their best. Role model good behaviour and practice and proactively seek ways to ensure staff feel valued and develop a sense of belonging.

Demonstrate awareness of the diverse needs of our residents to inform the decisions made about the services we deliver and ensuring a robust approach to equality impact assessments and their application to employment, service delivery and policy development.

## Person Specification (essential criteria)

<b>Experience</b>	<p>Demonstrable and successful experience of:</p> <ul style="list-style-type: none"> <li>• Working within a large and complex organisation with comparable scope, responsibilities, budget, and resources.</li> <li>• Delivery of public services with competing priorities and demands often outside of the Council's direct control.</li> <li>• Delivering projects on time and within budget and outcomes.</li> <li>• Contributing to strategic decision making, resource allocation and to policy formulation and delivery, adopting a problem-solving culture.</li> <li>• Leading change and delivering creative and innovative solutions to improve the use of resources and achieve value for money across an organisation.</li> <li>• Establishing a strong performance culture including effective performance measures, evaluation of service quality and the improvement of service delivery to achieve the Council's objectives</li> <li>• Leading, managing and developing employees to sustain high levels of service delivery, recognising and developing talent.</li> <li>• Developing and nurturing positive and constructive working relationships with a wide range of customers, stakeholders and partners, maintaining a positive personal and organisational profile.</li> </ul>
<b>Skills and knowledge</b>	<p>Ability to demonstrate:</p> <ul style="list-style-type: none"> <li>• A comprehensive understanding of the current issues and challenges facing local government as well as the statutory framework governing the sector.</li> <li>• Skills in understanding and responding to different perspectives and taking a cross-organisational approach.</li> <li>• Business acumen and the ability to focus on obtaining best value for money at all times balanced, against the difficult and sensitive challenges faced.</li> </ul>

	<ul style="list-style-type: none"> <li>• Ability to lead, develop and sustain effective team and partnership working through strong effective advocacy, influencing and negotiating skills.</li> <li>• Skills to provide creative solutions to complex problems together with high level analytical, presentational and communication skills.</li> <li>• Ability to establish and sustain positive relationships that generate confidence, ability and trust.</li> <li>• Highly developed influencing and negotiation skills.</li> <li>• Understanding of the barriers to organisational and cultural change and the commitment to being a catalyst for change.</li> </ul>
<b>Personal Effectiveness</b>	<p>Ability to demonstrate:</p> <ul style="list-style-type: none"> <li>• A clear and strong personal commitment to equality, diversity and inclusion and a track record of leading by example.</li> <li>• Evidence of leading people and services to recognise, respect and value individual needs to achieve a culture of inclusivity.</li> <li>• The political acumen and skills to develop productive working relationships with Councillors that command respect, trust and confidence.</li> <li>• Personal and professional credibility which commands the confidence of elected members, senior managers, staff, external partners and external stakeholders.</li> <li>• Leadership by example with a style that empowers others and is open to question and challenge as well as a commitment to continuous self-improvement.</li> <li>• A commitment to and evidence of successful strategies in managing personal resilience and wellbeing and promoting positive leadership practice, role modelling these behaviours for others.</li> </ul>
<b>Qualifications</b>	<ul style="list-style-type: none"> <li>• A relevant graduate Level qualification or equivalent and/or relevant compensating experience at a leadership level</li> <li>• Evidence of continuous professional and leadership skill development.</li> </ul> <p><b>Role Specific:</b></p> <ul style="list-style-type: none"> <li>• Recognised Social Worker qualification</li> <li>• Relevant specialist post qualifying and or post graduate training</li> <li>• Current Social Work England registration</li> </ul>

