



Job profile

Service and job specific context statement

Directorate:	Children and Young People's Service
Service:	Children and Families
Post title:	Head of Service (Safeguarding, LAC & Permanence and Early Help)
Grade:	SM2
Responsible to:	Assistant Director, Children and Families
Staff managed:	Manages a group of managers
Date of issue:	July 2018
Job family:	SM - Senior Management

Job context

The post holder will operate in an environment of transformational change and innovation, be able to manage change in a time of financial constraints and provide clear leadership and management to enable staff to perform at their best. There are 9 key skills required for all Heads of Service:

- people management
- transformational change and innovation
- project management
- partnership working
- financial management
- personal development
- strategy and policy Writing
- commercial
- Ability to lead in the context of Matrix Management

Post holders are required to:

- have a commitment to shared values and the common purpose of developing a culture of interagency working; including statutory bodies, third and private sector organisations;
- ensure that strategic visions are translated into local plans in collaboration with professionals, partners and service users; and
- have an enhanced DBS check.

Job specifics

Effective communication and engagement with children, young people and their families and carers.

- Ensure systems and policies are in place to ensure children participate fully in services.
- Ensure systems and policies are in place to fully involve families in planning and decision making.
- Ensure that children and young people's views are heard on, are acted on and can be shown to make a difference.
- Confidentiality and ethics.

Child and young person development

- Ensure service policies and procedures support the development of young people.
- Ensure Children and Family service priorities and service objectives are in line with the Directorate's Children's Plan.



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Supporting transitions

- Have oversight of the transition process and ensure ongoing improvement in order to sustain positive outcomes.
- Maintain professional knowledge and skills through continuous development.
- Ensure children and young people are consulted and participate in decisions relating to transitions.
- Ensure strategic needs assessments are based on consultation and participation with children, young people and families in transition.
- Ensure Children and Families experience seamless transitions across all services.

Operational Management

- Ensure delivery of the functional service area in accordance with current legislative requirements, all relevant policies and procedures and to agreed performance targets.
- Ensure clear accountability for delivery and impact through good planning, active performance management, challenge and support.
- 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.
- Oversee transition points to other areas of the service to ensure the different service areas work in a joined up way.
- Manage services in the context of value for money to ensure all children get access to appropriate services.

People Management

- Lead and manage a group of operational senior managers in CSC who are responsible for Early Help, Safeguarding and Looked after Children, Leaving Care and Youth Justice ensuring high standards are achieved.
- Ensure that workforce development, and re-modelling as appropriate, is addressed in a targeted way in the teams for which the post holder is responsible, in order to support efficient and effective delivery of service priorities.
- Enable staff to respond productively to transformational change by developing a change culture and highlighting benefits realisation.
- Promote high levels of motivation and commitment to the delivery of strategic and operational plans and performance.
- Lead on Service HR processes and line management including recruitment, monitoring, supervision/appraisal etc.
- Take the lead responsibility for staff welfare, offering support, at times of stress, praising work completed and monitoring performance.
- Ensure organisational vision and culture is both communicated and managed effectively.

Performance Management

- Drive improvements in practice and outcomes through comprehensive performance frameworks and robust performance management practice at all levels.
- Support the Assistant Director (CSC) in improving performance by ensuring policies and procedures are embedded and that practice is subject to well-informed review and challenge.
- Ensure performance data and priorities activity of other agencies is routinely collected and analysed.
- Ensure that all performance reporting is timely and accurate so as to enable strategic and operational managers to make informed decisions.
- Ensure that Strategic plans accurately reflect the needs assessment and deliver on priorities in line with performance indicators and required outcomes.



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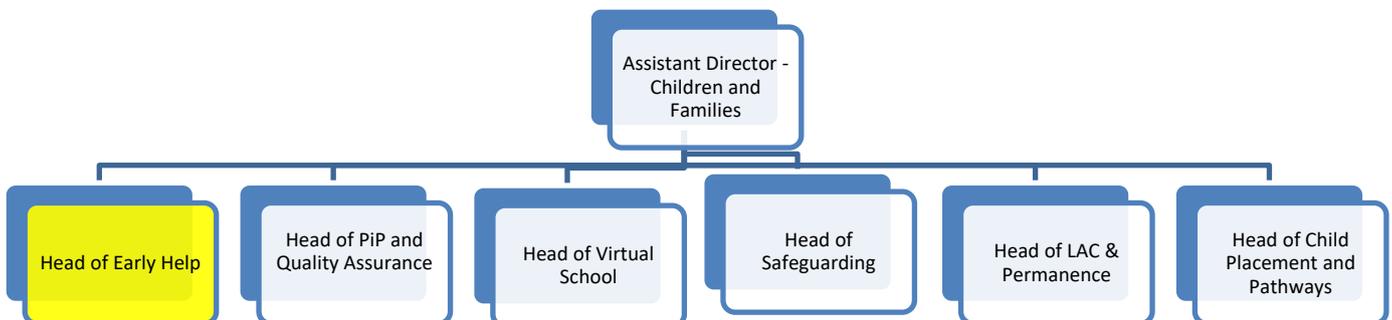
Strategic Planning

- Ensure strategic planning is based on good quality data and evidence about the nature and extent of child abuse and neglect in North Yorkshire and the needs and circumstances of those at risk.
- Complete an annual needs assessment which will form the basis of the strategic plan.
- Complete any other service assessments as requested by regional or national bodies for example inspection self-assessments.
- Contribute to the delivery of strategic plans across Children and Families

Customer Service

- The County Council requires a commitment to equity of access and outcomes, this will include due regard to equality, diversity, dignity, respect, human rights and working with others to keep vulnerable people safe from abuse and mistreatment.
- The County Council requires that staff offer the best level of service to their customers and behave in a way that gives them confidence. Customers will be treated as individuals, with respect for their diversity, culture and values.

Structure





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Job Description

Job purpose

To lead and manage policy, procedure and strategic direction across their area of portfolio responsibility i.e. Safeguarding, Looked After Children (LAC) & Permanence or Early Help

To lead quality of practice and performance across a geographical area of North Yorkshire for Safeguarding (including CIN/CP), LAC & Permanence or Early Help

Taking account of legislation, national policy, research and best practice to ensure children in North Yorkshire are safeguarded to the highest possible standards in each part of the practice system.

The post combines significant strategic and operational accountabilities at three levels

- Partnership (North Yorkshire Children's Trust and Local Safeguarding Children's Board – LSCB)
- Directorate (Children and Young People's Service – CYPS)
- Service Groups (Children's Social Care and Early Help Services)

To be a key member of the strategic and operational management teams within the Children and Families Service.

Operational management

- Ensure delivery of the functional service area in accordance with current legislative requirements, all relevant policies and procedures and to agreed performance targets.
- Ensure clear accountability for delivery and impact through good planning, active performance management, challenge and support.
- 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.
- Oversee transition points to other areas of the service to ensure the different service areas work in a joined up way
- Manage services in the context of value for money to ensure all children get access to appropriate services.

Communications

- To diverse stakeholder groups (internal and external i.e. internally, Children's Social care Teams, Education, Adult Social Care externally PCT, CAMHS, Ofsted) to influence and persuade in order to build continuous commitment to service development and performance.
- Preparation and delivery of specialist reports which analyse, evaluate service delivery and performance, as well as making recommendations for change.
- To various funding groups so as to maximise income generation.
- Of aims, objectives and vision to employees, internal and external stakeholders to create dependencies to ensure on going service and performance improvement.
- Inform and analyse national policy developments and communicate implications to senior and operational managers.
- Promote the work of the Children and Families service across local, regional and national forums, including media outlets, so as to ensure the development of public confidence in the service.



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	<ul style="list-style-type: none"> • Deliver presentations and facilitate workshops both internally and externally in order to develop effective service delivery and stakeholder relationships. • Undertake complex and contentious negotiations with partners and commissioned services in order to ensure delivery of required outcomes and benefits. • Influence others both internally and externally to adopt policies and courses of action to gain buy-in to changes and improvements in order to achieve required outcomes.
<p>Partnership / corporate working</p>	<ul style="list-style-type: none"> • Develop and maintain good internal and external working relationships with partner organisations and stakeholders around safeguarding, LAC and Early Help. • Support other agencies in understanding and complying with their responsibilities regarding to your portfolio area • Reflect and promote the values and skills needed for good inter-agency working with statutory bodies, the third and private sectors. • Contribute to the leadership and delivery of effective integration across the Children and Young People’s service (CYPS) • Ensure that the strategic vision and priorities of the Children and Young People’s Plan (CYPP) are delivered collaboratively and that they have a high impact on outcomes • Work closely with the Local Safeguarding Children Board (LSCB) and LSCB manager to (i) ensure there are shared strategies on safeguarding across the partnership; (ii) support delivery of the LSCB’s business plan and work programme; (iii) ensure there is an active, well-informed multi-agency quality assurance strategy to challenge and secure standards in all partner agencies. • Work closely with the Corporate Director CYPS as Chair of the Children’s Trust, and with the CYPS Performance and Outcomes Team, to ensure that the Trust’s safeguarding priorities in the CYPP are (i) delivered efficiently, (ii) reported on in a clear and timely way, and (iii) improving outcomes. • Work effectively to promote best outcomes for Children and Families with Key Safeguarding Agencies (LA, Police, Health) and ensure effective collaboration with other stakeholders such as schools • Promote education for all children.
<p>Resource management</p>	<ul style="list-style-type: none"> • Ensure that there is robust financial and general resource management in the operational areas and teams for which the post holder is responsible. • Ensure that the use of systems and operational procedures is efficient, effective and consistent across all the teams for which the post holder is responsible. • Oversee the development of a range of child and families tools – e.g. risk assessments, child protection planning and review mechanisms – to ensure good systems are in place, are reviewed regularly. • Contribute to the development of annual budget estimates ensuring realisation of efficiency targets whilst maximising delivery outcomes.
<p>Systems and information</p>	<ul style="list-style-type: none"> • Ensure service information is shared with relevant other agencies and key stakeholders in order to ensure access to services is smooth and effective. • Report issues of poor practice, issues of media interest and any other issues that require reporting to appropriate senior managers. • Share information and ensure good practice is in place regarding confidentiality and data protection. • Ensure performance monitoring information is routinely available to senior managers and key stakeholders as appropriate. • Use data effectively to manage service demand and influence change through systems leadership.



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Strategic management

- Lead on strategies for Children and Families and across Children and Young Peoples Service
- Work closely with other senior managers to ensure the CYPS strategy for safeguarding, and its implementation, combines effective child protection and preventative services, which are well co-ordinated through clear thresholds, aligned priorities, good collaboration in casework and service planning, strong needs analysis and evidence of outcomes.
- Support the Assistant Director in delivering transformational change and delivering innovative solutions to service delivery and development.
- Complete an annual needs assessment which will form the basis of the strategic plan. Complete any other service assessments as requested by regional or national bodies for example inspection self- assessments.
- Develop and deliver strategic plans, policies and procedures for delivery across the Children & Families Service and contribute to local and regional partnership plans.
- Ensure stakeholders are consulted on strategic priorities and mutual benefits are recognised and where relevant, realised.
- Work with national bodies, including government ministers and their departments to ensure NYCC has a significant impact on the development of national policy.

Safeguarding

- Be responsible for promoting and safeguarding the welfare of children and young people that you are responsible for and come into contact with.
- Act as the senior professional on Portfolio Lead issues for North Yorkshire County Council and the CYPS.
- Assist the Director and Assistant Director (CSC) in promoting the wellbeing of children and young people and ensuring a joint focus on safeguarding.
- Ensure that quality research and evidence are used to develop practice in all services in CYPS.
- Work closely and in partnership with senior managers across the Children's Trust and CYPS to ensure joint ownership of strategies and well-aligned use of resources

Person Specification

Essential upon appointment

Knowledge

- Extensive knowledge of current philosophy in child care
- Extensive knowledge of Children's Social Care statutory frameworks
- Extensive knowledge of evidenced based effective practice relating to interventions for children and families including Early Help services
- Performance management and improvement models

Experience

- Extensive post qualifying experience within a relevant professional field.
- Extensive case management experience of cases with complex, professional and ethical issues including child protection, court proceedings, case conferences and other formal processes.
- Substantial experience of intra and inter-agency work at senior manager / leadership level. Able to demonstrate examples of making a practical difference.

Desirable on appointment

- Experience of responding to media enquiries.
- Completing whole Service assessments and reviews.



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- Experience of developing strategic plans based on needs assessment and delivery of required outcomes.
- Experience in commissioning services for children, young people and families.
- Developing and implementing new ways of delivering services and innovative working practice.
- Of successful bid writing to a range of funding bodies.
- Wide experience of contact with and presenting to Members and Director level staff and senior managers in partner organisations.
- Experience of policy and service planning and development
- Experience of managing and delivering against performance indicators in a complex operational environment.
- Proven, effective and substantial experience of the management of resources in a changing organisational environment, including human and financial resources, including budget planning, expenditure control, and identifying savings.
- Experience of planning, organising and delivering training / workshops to diverse audiences.
- Extensive experience of people management including managing recruitment, discipline and grievance processes and performance management
- Experience of successfully planning for and contributing to OFSTED inspection processes

Occupational Skills

- Ability to lead change and to support services during periods of change and development, minimising the impact on staff morale and maximising the positive outcome
- Ability to monitor and evaluate services and practices to ensure agreed standards are maintained and intervene constructively where necessary
- Excellent communication skills, verbal & written, including the ability to use different methods according to service users' and professionals' differing needs.
- Good negotiation and report writing skills.
- Good political skills and ability to operate effectively and promote services for children and young people in a political environment
- Ability to plan, develop and implement new ways of working, including integration with other key agencies.
- High level leadership skills and the ability to promote and gain commitment to the organisation's policy and objectives
- Strategic planning and decision making
- Good level of IT literacy, sufficient to manipulate documents and spreadsheets and to interrogate case recording systems
- Ability to use data to analyse service performance

Professional Qualifications/Training/Registrations required by law, and/or essential for the performance of the role

- Fully qualified, accredited social work professional status (CQSW, DipSW, CSS, PQCCA)
- Current registration with Health and Care Professions Council (HCPC)
- Degree level qualification in relevant area
- Management qualification



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Other Requirements	
<ul style="list-style-type: none">• Ability to travel across the County• Availability to work as necessary outside office hours	
Behaviours	Link

NB – Assessment criteria for recruitment will be notified separately.

Optional - Statement for recruitment purposes: You should use this information to make the best of your application by identifying some specific pieces of work you may have undertaken in any of these areas. You will be tested in some or all of the skill specific areas over the course of the selection process.