

JOB DESCRIPTION

Job Title: Service Director of Children's Social Care (Statutory Director of Children's Services)

Job Holder:

Reports to: Executive Director People Services
(Name & Title)

1. Job Purpose:

Service Director: Children's Social Care (DCS) of Peterborough City Council (PCC) and Cambridgeshire County Council (CCC) 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:

- Securing the provision of services which address the needs of all children and young people, including the most disadvantaged and vulnerable, and their families and carers.
- In discharging these responsibilities, the Service Director will work closely with other local partners to improve the outcomes and well-being of children and young people.
- The Service Director is responsible for the performance of local authority functions relating to the education and social care of children and young people, working in partnership with the Service Director: Education and Service Director: Adult Social Services.
- The Service Director is responsible for ensuring that effective systems are in place for discharging these functions, including where a local authority has commissioned any services from another provider rather than delivering them itself.
- The Service Director will fulfil all the statutory functions of the Director of Children's Services for both Peterborough City Council and Cambridgeshire County Council, with a statutory accountability directly to both Chief Executives.

2. Organisation:



The Service Director: Children's Social Care reports directly to the Executive Director of People Services and the post holder is a full member of the Directorate Management Team. The post-holder also has regular and direct engagement with the Chief Executives of the two authorities in line with the statutory duties of the DCS role and in particular in order to:

- Advise the Chief Executives (and by extension, Cabinet, Committees and Lead Members) on the strategies, plans and performance of all areas of responsibility of the DCS.
- Ensure that effective safeguarding policies, practices and professional standards are in place across the broader partnership of responsible agencies.
- Ensure that arrangements are in place to facilitate statutory inspections and deliver improved outcomes.

The postholder is responsible for three permanent direct reports - 3 x Assistant Director (CCC & PCC).

As DCS, direct line management is only part of this dimension; influencing statutory partners at executive director/chief officer or equivalent level in order to focus resources to secure best outcomes for children and young people is a key aspect of the role.

3. Leadership and Collaboration:

Provide clear, compelling and inspiring leadership to the Council contributing to the delivery of the Council's Purpose, Strategic Priorities, communicating a clear vision and purpose to positively engage others, internally and externally.

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

Create a high-performance culture by providing strong and motivational leadership to drive continuous improvement, efficiency savings and higher levels of satisfaction for residents of the County. Actively promote the council's priorities and ways of working and the

Council's values and behaviours to ensure they are delivered throughout the organisation.

Role model and take responsibility for ensuring an effective approach to corporate parenting and safeguarding of vulnerable people is embedded in areas of responsibility and across the wider Councils and partnerships.

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 and strategic 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.

Ensure that the Councils are able to specifically influence, work with and achieve collaborative benefits and investments, in partnership with the Cambridgeshire and Peterborough Combined Authority, NHS Cambridgeshire and Peterborough Integrated Care System and the Greater Cambridge Partnership and District and City Councils.

As a Senior Responsible Officer (SRO) or Sponsor of major programmes and projects of change and delivery, ensuring effective programme and project management approaches are applied, ensuring delivery to time, budget and plan, managing risks and issues dynamically and ensuring benefits planned are realised.

To deputise for the Executive Director as required.

4. 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.

5. 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.

6. 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.

7. Finance:

The Service Director: Children's Social Care will be responsible for a combined gross budget in the region of £113m.

The post holder will:

- continually review and reshape service delivery to achieve financial efficiencies and maximise opportunities for income generation, whilst maintaining the highest standards of service delivery
- ensure the effective management and deployment of all appropriate budgets in line with agreed financial processes, envelopes and savings, including contract budgets for people services and pooled budgets where appropriate.

8. Staff:

The postholder will be responsible for a workforce of approximately 1637 (Cambridgeshire) and 249 (Peterborough) staff employed by both Councils.

9. Principal Areas of Accountability:

As a Service Director the post holder will be accountable for delivering improved outcomes for children, young people and their families and in particular, those who are vulnerable and/or at risk of significant harm through the delivery or commissioning of a range of services including for:

- Children and young people 'in need', in need of protection, 'on the edge of care' and 'in care' and associated support services and specialist assessments.
- Children and young people with emotional Mental Health difficulties.
- Children and young people with substance misuse difficulties.
- Children with special educational needs, disabilities or other additional needs.
- Children missing from home and care.
- Children at risk of exploitation.

In addition, the post-holder will make arrangements to ensure that children and young people achieve good educational outcomes, with particular attention to improving outcomes for vulnerable children and young people who have special educational needs and disabilities.

This is a joint role that operates across both Peterborough and Cambridgeshire Councils. As such there is a particular responsibility to identify opportunities where the

commissioning and delivery of services across both local authority areas will improve outcomes, increase efficiency, or both. It is responsible for promoting best outcomes for children across all areas through influence and direct involvement in:

- The commissioning and delivery of community-based health services for children and young people, including school nursing, allied health professionals and similar services as these become the responsibility of the local authority.
- Promoting and safeguarding the welfare of children, ensuring this principle, culture and practice is embedded throughout all services commissioned and delivered by both Councils, including stakeholders and partners, in compliance with national and local procedures and protocols.
- Leading, managing and directing children's social care services ensuring statutory duties are met and the highest possible quality of service is delivered or commissioned within the resources available and that all services promote independence, choice.
- Ensuring that children, young people and their families benefit from a range of targeted and universal support through enabling collaboration, innovation and transformation across the Council and between partners.
- To be the lead agency senior officer for the Councils in ensuring the effective and efficient operation of local Children's Safeguarding Arrangements to ensure multi-agency protection children.
- Ensuring the authorities take on full responsibility for their corporate parenting roles.
- Being a fully participating member of the Directorate Management Team (DMT) driving strategy and performance and identifying and championing the delivery of the vision and strategy with partners, community representatives, DMT colleagues and all employees.
- Being responsible to the Executive Director for the effective management and efficient performance of Children's Social Care.
- Ensuring there is coherent planning between all agencies providing services for children and families. To promote high quality early years provision, including helping to develop the market, securing free early education for all three and four year olds and for all disadvantaged two year olds, providing information, advice and assistance to parents and prospective parents.
- Ensuring that children with special educational needs or disabilities or other additional needs are afforded the same opportunity as their peers, and are supported to achieve the same outcomes.

The arrangement between Peterborough and Cambridgeshire councils means that matrix arrangements are in place to support the delivery of the education aspects of the DCS role. This means that the post holder has direct responsibility for:

- Commissioning and delivery for Children in Need, in need of protection, in Care and on the Edge of Care and ensuring effective early help services.
- Early years and education settings deliver good educational outcomes for children;
- Effective delivery of services to children and young people who have special educational needs and/or disabilities;
- Commissioning and delivery of a range of services including; Community Health, CAMHs, School Nursing, Health Visiting, Substance Misuse, Sexual Health & Domestic Violence.

The post holder will have a number of lead accountabilities, including:

- To anticipate and manage trends and changes in the operating environment and plan to meet these changes in order to provide best value for children and their families.
- To ensure the effective functioning of the Partnership Boards in the implementation of the commissioning and delivery Strategies for Children and Young People.
- To take a lead role in the development of partnership work in the context of coordinating all services for children and young people across, both internally to

the two Councils and externally through partnering agreements with external agencies.

- To ensure the service delivery and commissioning within the remit of the post holder comply with the respective corporate expectations of each local authority and fulfils the specific elements of the relevant strategic plans for both Councils.
- To be accountable for the results and improvement in performance of the service areas, and in particular, for identifying where joint approaches to commissioning and delivery of services across both local authorities will improve outcomes, increase efficiency or both.
- To play a key influencing role in respect of the statutory, independent, voluntary and private sector organisations that operate within local communities. This will require regular attendance and membership [where appropriate] at board level meetings, and regular engagement within and leadership of key stakeholder events and public events.
- To ensure that the impact of new legislation, government policy and all other developments is identified, analysed and implemented.
- To ensure the right range of services are in place that support children and young people to remain living in at home or in their local communities.
- To ensure that both Councils perform their duties and functions in fulfilment of their statutory obligations. In pursuit of this responsibility, senior managers need to ensure that they and their relevant staff keep abreast of changing legal obligations and mandates, identifying at every opportunity where joint approaches across both local authorities will have the greatest impact.
- To provide leadership to the broader system including police, health, schools, district councils and the voluntary and community sectors to promote the best possible outcomes for children and young people in line with the statutory functions of the role of Director of Children's Services.
- To provide support the lead members in each authority so that they are able to discharge their statutory leadership duties in respect of outcomes for children and young people.
- To promote managerial responsibility for cross-organisational team working, and across boundaries with other agencies and partners, to improve services and solve problems in a coherent and integrated manner.
- To support the Executive Director of People Services in building and maintaining effective partnerships with and between local statutory and voluntary organisations as well as the independent and private sector operating in the people and communities sector, seeking to embed joint approaches to meeting the needs of the people of Peterborough wherever possible.
- To ensure that self-assessments of the quality and performance of services for which the post-holder is accountable are accurate and stand up to external scrutiny including by the regulator.
- To ensure that all strategies and plans are regularly reviewed and updated, resulting in continuous improvement.
- To ensure that Members are informed of performance of the services and any actions that may be needed to maintain and improve performance.
- To embed approaches that lead to learning across both local authorities and so identifying opportunities to improve the quality of services, identify efficiencies or both.
- To ensure that all services/functions are delivered within and to budget and meet any identified and agreed savings targets.
- To provide managerial and strategic leadership to the improvement of corporate and service performance by ensuring that resources are targeted on strategic priorities for each local authority and are focused on meeting customer needs.
- To improve the overall management of resources (financial, human and other) in serving the public of Cambridgeshire and Peterborough.
- To discover new ways to reduce the cost of services to taxpayers and their overall productivity and value for money to service users 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 supply [through out-sourcing, co-sourcing and in-sourcing where appropriate];
- The use of incentivisation approaches such as payment by results;
- The better use of demand management;
- Improved asset management;
- Identification of income generation opportunities;
- To take an active role in promoting and ensuring responsibilities for safeguarding are met for adults and children.

10. Areas of Responsibility:

The post holder will be responsible for the following service areas:

Children's Social Care

Safeguarding and Quality Assurance

Fostering Regional Adoption and Young People Services

Children's Workforce Development – in partnership with Human Resources functions in both Councils.

Statutory Responsibility

The DCS is responsible for securing the provision of services which address the needs of all children and young people, including the most disadvantaged and vulnerable, and their families and carers.

11. Key Relationships:

Manager (Executive Director of People Services)

- 1:1 meeting monthly with Executive Director of People Services
- 1:1 meeting monthly with Chief Executives
- Extended Leadership Team meetings
- Directorate Management Team meetings
- Annual performance conversation and mid-year review.
- Regular e-mail, telephone and personal contact and ad hoc meetings as required.

Direct reports

- 1:1 meetings monthly.
- Service management team meeting fortnightly.
- Regular e-mail, telephone, personal contact and ad hoc meetings as required.

Other contacts

- Frequent contact from elected members, including out of normal working hours.
- Frequent requests for advice on a range of issues from officers across the Council (including outside normal working hours where necessary).
- Regular contact with CLT/ELT colleagues (at least 2 or 3 times a week) to support their service delivery and strategic issues.
- Regular 'ad hoc' meetings with Leader
- Regular meetings with Cabinet portfolio holders/Committee Chairs, and Opposition portfolio holder.

- Elected Members: contact on at least a monthly basis both formally and informally with a range of elected members, including:
 - Cabinet Members
 - Committee Chairs and Vice Chairs
 - Group Leaders and Spokespersons
 - Local Ward Members
- Attendance at Cabinet Policy Forums, Chairs and Vice Chairs and other meetings requested by Cabinet or Cabinet members.
- Attendance at Scrutiny Committee meetings.
- Contacts with Local Government Association and Government Departments on Legal matters.
- Regular contact with a range of regional and government officers, including those from the DfE, DLUHC, OFSTED and HMIC in relation to national strategic developments, performance assessment, and inspection and regulatory functions.
- Occasional contact with MPs on issues affecting them or their constituents.
- Representing the authority at external local and national events.
- Contact with statutory, independent, voluntary and private sector organisations.

12. Decision Making Authority:

- Extensive and significant decision-making authority at an operational, strategic and financial level.
- Takes all strategic and operational decisions relating to the Service with reference to the Executive Director of People Services if appropriate and relevant, who is kept informed of high-profile matters on a need to know basis.
- Informs and/or consults the Executive Director of People Services and Portfolio Holder/Lead Spokesperson/Chairs/ and Vice Chairs about all politically sensitive and complex matters relating to the business of the department.
- Takes responsibility for the development of strategic business and financial plans for the department in the context of a collaborative corporate and departmental planning framework.
- Takes responsibility for the financial decisions within the overall budget responsibility and corporate standing orders and financial regulations.
- Makes recommendations to the Executive Director of People Services in relation to strategic policy and planning of the Directorate, defining priorities, and developing plans in response to those priorities.
- Contributes to the strategic development of the Directorate as a member of the Senior Leadership Team.

13. Peron Specification

Essential qualification

- Qualified to degree level in a relevant discipline or equivalent compensating senior experience
- A relevant professional qualification in health, social care or education
- Evidence of continuous professional and leadership skill development.

Desirable qualification

- A relevant Postgraduate Level qualification or equivalent and/or relevant compensating experience at a senior leadership level.
- Higher degree and / or professional Qualification – relevant to the requirements of the role.

Knowledge / Experience

Significant and successful experience of:

- Working at a senior level within a large and complex organisation with comparable scope, responsibilities, budget, and resources.
- Providing balanced strategic advice and guidance in a political setting.
- Leading the delivery of public services with competing priorities and demands often outside of the Council's direct control.
- Leading transformational change and creating innovative service models, particularly in response to the demands of an organisation that is undergoing a radical transformation and modernisation.
- Delivering complex projects on time and within budget and outcomes.
- Leading and contributing to strategic decision making, resource allocation and to policy formulation and delivery, adopting a problem-solving culture.
- Delivering creative and innovative solutions to improve the use of resources and achieve value for money across an organisation.
- 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
- Leading, managing and developing employees to sustain high levels of service delivery, recognising and developing talent.
- Developing and nurturing positive and constructive working relationships with a wide range of customers, stakeholders and partners, maintaining a positive personal and organisational profile.

Role Specific:

- Thorough understanding of the principal responsibilities and key challenges facing Local Government in the effective commissioning and delivery of people services and the appropriate role to be played by the providers of services other than Local Authorities.
- Thorough understanding of the role of communities in local democracy, and of the tools and powers available to provide the right opportunities for communities to actively participate in society.
- Good knowledge of best practice methodologies, local, regional and national policy developments and stakeholder knowledge to enable effective collaboration and commissioning arrangements.
- Strong appreciation of the varying needs of the diverse communities of both local authority areas.
- Strong understanding of social policy and the impacts of social exclusion in society.
- Extensive experience and proven track record at senior management level of successfully developing and delivering children and adult social care services, including joint commissioning and collaboration with partners, in a complex stakeholder environment (either in local government or other large and complex organisations).
- Extensive experience of providing leadership and direction to and across a diverse range of services and influencing the delivery of services by other agencies and partner organisations.
- Demonstrated evidence of listening and responding to the voice of those who use the services, their families and carers.
- Proven track record of leading strategic policy formulation, decision making and resource allocation and of problem solving and meeting objectives at a service directorate level.
- Evidence of successful partnership development or delivery through partnerships

including an ability to work with local partners to develop joint strategies for implementing government requirements and local services.

Skills

Ability to demonstrate:

- A comprehensive understanding of the current issues and challenges facing local government as well as the statutory framework governing the sector.
- Skills in understanding and responding to different perspectives and taking a cross-organisational approach, gained by working in a political or similarly challenging environment.
- Business acumen and an entrepreneurial mindset to lead the strategic delivery of services and maintain a focus on obtaining best value for money at all times balanced, against the difficult and sensitive challenges faced.
- Ability to lead, develop and sustain effective team, partnership and multi-agency working through strong effective advocacy, influencing and negotiating skills.
- Skills to provide creative solutions to complex problems together with high level analytical, presentational and communication skills.
- Ability to establish and sustain positive relationships that generate confidence, ability and trust.
- Highly developed influencing and negotiation skills to operate at a strategic professional and political level, locally and nationally.
- Understanding of the barriers to organisational and cultural change and the commitment to being a catalyst for change.

Role specific:

- An ability to relate to and win the confidence, trust and respect of Members, colleagues, partners and the wider community.
- High intellectual and analytical abilities; able to assimilate and analyse information quickly, identifying issues, priorities and solutions and using effective models, techniques and resources to resolve issues.

Personal Effectiveness

Ability to demonstrate:

- A clear and strong personal commitment to equality, diversity and inclusion and a track record of developing inclusive services and leading by example.
- Evidence of leading people and services to recognise, respect and value individual needs to achieve a culture of inclusivity.
- Evidence of operating effectively and openly within the democratic process with the political acumen and skills to develop productive working relationships with Councillors that command respect, trust and confidence.
- Personal and professional credibility which commands the confidence of elected members, senior managers, staff, external partners and external stakeholders.
- 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.
- A commitment to and evidence of successful strategies in managing personal resilience and wellbeing at a leadership level and promoting positive leadership practice, role modelling these behaviours for others.
- Evidence of planning for the future delivery of services, including effective workforce planning for future challenges.

14. Additional Information:

Political Restriction

This post is politically restricted under the Local Government and Housing Act 1989, as amended by the Local Democracy, Economic Development and Construction Act 2009 and the post holder may not have any active political role either in or outside work.

Context to Role:

This post holds the statutory role of Director of Children's Services, discharging the responsibilities as set out in Section 18 of the Children Act 2004. The post holder will have direct access to the Head of Paid Service, Cabinet and Members in order to fulfil these statutory functions.

The unique arrangements where services in Cambridgeshire and Peterborough are shared across the two authorities mean that matrix management arrangements are in place in respect of direct line management arrangements for educational services and services for children and young people with disabilities and their families. The post holder will, however, be the lead officer for all matters relating to children and young people in the authority.

The role has accountability for delivering improved outcomes for children, young people and their families and direct line management responsibility for services to those who are vulnerable and/or at risk of significant harm through the delivery or commissioning of a range of services. This is across both Peterborough and Cambridgeshire Councils, and in particular, the role is required to identify at every opportunity where commissioning and delivery of services across both local authority areas will improve outcomes, increase efficiency, or both.

In accordance with the statutory responsibilities of the role, the post holder will also be responsible for promoting the welfare of all children and young people across Cambridgeshire and Peterborough. This is a key leadership role that applies across the broader system of agencies who play a role in improving outcomes for children and young people, ensuring their safety and promoting their wellbeing.

The position involves responsibility for health and safety and formal HR processes for all relevant staff and for equality impact assessment for all relevant policies, procedures and services.