

## **NOTES FOR COMPLETING THIS JOB DESCRIPTION FORM**

This document is for the purpose of gathering thorough and accurate information from you about the job that needs reviewing. Notes are attached to assist you in completing this form. The document should be completed by you before sending to your HR Business Partner for evaluating.

If you have an existing job description, you should attach this and provide supplementary information in the sections of this form not covered by the current job description.

## JOB DESCRIPTION FORM

**Job Title:** **Head of Service – Inspection, Improvement, and Innovation**

**Job Holder:**

**Reports to:  
(Name & Title)** **Executive Director Children and Young People's Services**

### 1. Job Purpose:

Acting as operational lead for the delivery of Council services that includes, but is not limited to:

The main purpose of this role is to provide strategic support to the DCS and the Children's Services Leadership Team (CSLT) on improving the functioning and performance of Children's Services to achieve the very best outcomes for children.

The postholder will lead on all work pertaining to continuous improvement, innovation, and inspection preparation by providing high quality professional strategic support.

They will lead on key initiatives including the development of strategy, plans and the annual self-assessment. The role will provide support to all key strategic priorities across the whole spectrum of Children's Services including but not limited to

- Early Help
- Social Work
- Youth Support
- Youth Justice
- Early Years
- SEND
- Capital and Place Planning
- Admissions and Attendance

The post holder will support senior managers, Service Directors and the DCS on a variety of programs designed to innovate and support best outcomes for children.

The post holder manages several complex programs, and works with Directors, senior managers and elected members. They are responsible for delivering the teams workplan, made up of several projects and lead on the performance monitoring, measurement, management, and evaluation of each program.

As a senior manager within Children's Services takes responsibility for leading work with the public, key stakeholders, partners from external agencies, other departments in the local authority and elected members.

This requires them to develop clear communication channels and ensure that internal and

external stakeholders are engaged so that system wide change is delivered and changes work effectively to deliver better outcomes for adults and their carers.

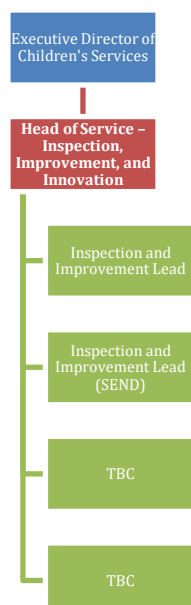
The post holder will be asked to take the lead on process and pathway development and implementation of new ways of doing things. They need to be able to switch easily between the operational and the strategic and be able to deal as well with members and senior managers as operational staff, service users and their families.

This post has a lead role on behalf of Children's Services in building links to the voluntary and community sector and co production and consultation through partnership working. The post holder also has a lead in relation to public facing information and ensuring in collaboration with the corporate Communications team.

The post is a resource for Directors when a specific and concentrated focus is needed to tackle key areas where an immediate response is needed to understand or solve an operational problem or implement an operational change effectively. They are able to operate autonomously and with authority on behalf of the Executive Director of Children's Services.

The post holder takes collective and shared responsibility for the effective leadership and management of the Council's services and delivery of improved outcomes and the achievement of value for money.

## 2. Organisation:



## 3. Leadership and collaboration:

Demonstrates compassionate and inclusive leadership through the line management of

services for whom the post is accountable and provides strong and motivational leadership to drive continuous improvement, efficiency savings and higher levels of satisfaction for residents.

Actively understand the challenges faced by colleagues across the organisation to be able to support the delivery of corporate objectives.

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

Develop and implement effective communication and engagement arrangements with all stakeholders to facilitate effective relationships that drive improvements in service delivery.

#### **4. Governance:**

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.

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

Champion effective management of risk and the active response to audit findings in relation to service delivery. Be jointly accountable with others in the Directorate for the local risk register and any aspects of the corporate risk register and corporate risk framework of the Council relevant to services areas that the postholder is accountable for.

Ensure that teams under the postholders sphere of influence fulfil their duties in relation to standards, complaints and scrutiny, maintaining an open culture of transparency, accountability and ownership, taking responsibility for mistakes, putting them right and learning lessons for future improvement.

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 post holder is directly responsible for a gross budget for this directorate of £100,000.

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.
- Take a lead on coordinating transformation programmes across the Directorate to deliver better outcomes and achieve financially sustainable services.
- Directly lead the delivery of specific savings initiatives where responsibilities straddle several service areas within Children's Services.
- Take a lead on identifying and taking forward opportunities to attract external funding.

## 8 Staff:

The postholder will be responsible for a workforce of approximately 4.

## 9. Principal areas of accountability:

### **To lead the strategic support to the Children's Services Leadership Team**

Leading the overarching support to the senior leadership team to ensure that all timescales and deadlines are met, strategic objectives are delivered and outcomes for children improve. To ensure robust governance and accountability is in place across Children's Services.

### **To lead the coordination of the Improvement of Children's Services**

To ensure a robust plan of improvement is delivered in line with the Children's Improvement notice. Coordination of sector led support, liaison with external agencies, the DfE, Ofsted and the LGA.

### **To lead the development of innovative approaches to improving outcomes for children.**

To ensure that Children's Services recognises and responds to the national agenda of social work transformation. Identifying opportunities for investment, innovation, piloting, and trailblazing new developments outlined by central government.

### **To implement and oversee robust arrangements for inspection.**

To ensure that plans are in place to deliver effective responses to inspection including oversight of evidence libraries, programs, and Ofsted readiness plans.

## 10. Areas of responsibility:

**Statutory Responsibilities:** The post holder's key relationship is with the Executive Director of Children and Young People's Services (Statutory DCS) as it relates to the DCS discharging their statutory responsibilities.

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

- Line Management of a small team
- Strategic support to the Executive Director and their direct reports
- Strategic Planning
  - Annual governance statement
  - Business Continuity Plans
  - Strategic risk log
  - Service Plans

- To ensure strong governance is in place across Children's Services and includes -
  - Workforce board
  - Performance Board
  - Improvement working groups
  - Children's Strategic Partnership
- To support Services Directors with the production of briefing notes and reports for elected members
- Oversee the Children's Improvement Process leading on the development of the Children's Strategic plan and associated action plans.
- Ensure all matters relating to the statutory notice of improvement are addressed including plans, meetings, personnel, external relationships, and improvement activity.
- To support the transformation of Children's Services by providing strategic capacity to support delivery of the overarching Children's Strategy.
- To ensure policies and procedures are reviewed and updated regularly and disseminated to the workforce.
- Undertake duties as required by the DCS. - Take lead responsibility for leading and coordinating work on specific high profile/ high risk operational issues or concerns when they arise when an urgent response is needed - acting on behalf of the Executive Director or Service Director
- Identify opportunities to submit applications for local and national awards of recognition.
- Take a lead on identifying and taking forward opportunities to attract external funding or grants for innovation.
- To lead with the communication team all public facing information about Children's Services. To support the development of internal communications including a staff newsletter.
- To demonstrate awareness/understanding of equality and diversity and build this into all aspects of the role.
- To Lead the Directorates strategy on the health and wellbeing of its workforce.

## 11. Key relationships:

### Manager Executive Director of Children's Services (DCS)

- 1:1 meeting monthly with DCS
- 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 meeting monthly.

## Other contacts

- ADCS East
- ADCS National
- LGA
- Ofsted
- Department for Education

## 12. Decision Making Authority:

- This role will contribute to all strategic decisions relating to its specialist portfolio. The role will also be responsible for all operational decisions relating to the business and specialist area. The post-holder will exercise judgement to decide which matters to keep the Executive Director informed of on a need-to-know basis, the Executive Director only taking those decisions which must be reserved to him/her in accordance with statutory guidance.
- The post-holder will inform and/or consult Service Directors and the Executive Director about all politically and media sensitive and complex matters relating to the business of the service.
- The post-holder will take lead responsibility for the development of the business and financial plan for their integrated service responsibilities.
- The post-holder will take responsibility for financial decisions within the overall budget of the service and corporate standing orders and financial regulations. The post-holder will make recommendations to Service Directors and the Executive Director in relation to strategic policy and planning of their services, identifying priorities and developing plans in response to those priorities.
- The post-holder will contribute to the strategic development of the department.

## 13. Person Specification:

### 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:

- change management within Children's Services
- Managing and coordinating an inspection process
- Working with senior managers within Children's Services
- Implementing a large program of improvement of transformation

## Skills and Knowledge:

### *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:

- Knowledge of legislation as how it relates to children.
- Knowledge of various practice frameworks
- Understanding of the Ofsted Inspection framework
- Knowledge of Children's Services performance
- Ability and capacity to act autonomously and with authority and make appropriate decisions.
- Leadership of transformation programmes and change management initiatives
- The ability to exercise judgement and make decisions in a timely and way without needing to escalate or seek approval.
- Influencing skills - leadership and influencing skills that do not rely on direct lines of accountability and the ability to lead others to operate in that way.
- The ability to and a track record in influencing others at a senior strategic and operational level - from Chief Executive/ Leader of the Council to front line worker.
- Flexible strategic thinking and a solution focussed approach and the ability to lead others to operate in that way.
- Creative and flexible thinking and the ability to see through a complex problem or situation and achieve a solution that improves outcomes. The ability to model and inspire others to work in that way.

## 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.

### *Role Specific:*

- Highly organised
- Diligent
- Advanced time management skills
- Conflict management and personal resilience
- The ability to be brave and courageous, take a lead and the ability to model and inspire others to operate in that way.

- Situational leadership skills - the ability to step up as well the ability to enable others to take a lead.

Qualifications

- A relevant graduate Level qualification or equivalent and/or relevant compensating experience at a senior leadership level.
- Evidence of continuous professional and leadership skill development.

**14. Additional Information:**

**Political Restriction**

**Context to Role:**

**SIGNATURES:**

After reviewing the questionnaire sign it to confirm its accuracy

**JOB HOLDER:** \_\_\_\_\_ **DATE:** \_\_\_\_\_

**LINE MANAGER:** \_\_\_\_\_ **DATE:** \_\_\_\_\_

## NOTES FOR COMPLETING THIS JOB DESCRIPTION

### 1. Job Purpose

This should be a concise statement of why the job exists, *i.e. what it is there to achieve*. It should summarise the overall role of the job from the council's point of view, and one sentence should normally be adequate for this. It helps explain the job title which sometimes does not give a full impression of the job.

### 2. Organisation

Insert an organisation chart that shows the direct reporting lines to and from this role.

### 3. Leadership and collaboration

### 4. Governance

### 5. Innovation

### 6. Equality, Diversity and Inclusion

These are standard sections and should not be changed

### 7. Finance

Indicate where appropriate (as sums of money per annum) any responsibility for budget/costs/income/project costs/salary costs for subordinates. Latest budget figures will be used. It is not essential to provide exact figures.

### 8. Staff

Numbers reporting to the directly or indirectly, indicating where appropriate a functional breakdown. Other responsibilities to others e.g. for liaison inside/outside the organisation, for recruiting or mentoring staff

### 9. Principal Accountabilities/Responsibilities

These are statements about the end results required of a job. They should identify what the incumbent would do and for what result, rather than how.

They should:

- Describe end results not duties or activities
- Describe the particular end result achieved in your job, rather than by the team or by others
- Be realistic in describing the main responsibilities that your job has.

For most jobs there should be between four and eight Principal Accountabilities. It is not vital to list every task. However, it may be helpful to think through your daily/weekly/monthly/annual activities before listing the key responsibilities that these individual tasks add up to.

Where possible, they should be written in the form:

**What is done                      to what                      with what outcome**

**(e.g.) i)      A possible accountability for a Quality Control Supervisor, might be:**  
*“To direct the work of quality control staff so that process control procedures are enforced.”*

**Or      ii)      For a Payroll Manager:**  
*“To recruit, motivate, train and develop payroll staff to maintain an effective workforce capable of delivering a quality service to deadlines.”*

**Or      iii)      For a Receptionist:**  
*“Respond appropriately to telephone enquiries to ensure that calls are effectively transferred to the correct department”*

Below is a list of ACTION VERBS which you may find useful.

<b>Policy Jobs</b>	<b>Management</b>	<b>Specialist</b>	<b>Specific</b>	<b>General</b>
Approve	Achieve	Analyse	Check	Administer
Authorise	Assess	Appraise	Collate	Assist
Define	Ensure	Enable	Distribute	Control
Determine	Identify	Forecast	Issue	Liaise
Develop	Implement	Interpret	Obtain	Manage
Direct	Improve	Justify	Operate	Supervise
Establish	Maintain	Propose	Provide	Support
Plan	Monitor	Recommend	Submit	
Prepare	Review	Support	Supply	

## 10. Areas of Responsibility

This section will identify the significant areas upon which the job impacts for the organisation, either directly or indirectly.

This may include:

- Responsibility for teams/projects/departments/liaison required by the job. This may (for example) include managing a team, or sole responsibility for provision of administrative support to a department, or being the co-ordinator of a project.

### Other

Please indicate any other information to help to clarify the job e.g. number of operating sites, customers, suppliers, volumes of work etc.

## 11. Key relationships

Briefly indicate the nature and extent of the job holders contact on what issues. (e.g. daily contact, monthly meetings etc.)

**Other contacts:** identify what other relationships the job holder will have to maintain inside or outside the organisation to enable them to meet their responsibilities. Indicate briefly the frequency and reason for these.

## 12. Decision Making Authority

Briefly describe decisions the job holder makes without reference to their manager. Also describe recommendations the job holder may make to their line manager which are usually accepted.

## 13. Person specification

This should summarise the knowledge and experience necessary to perform the job to a fully acceptable level - it should aim to look at the requirements in terms of what would be included in a recruitment advertisement.

This area of the job description is designed to bring out the knowledge, skills and

experience required for the job. This could include:

- any desirable/essential qualifications
- background (e.g. previous experience in local government)
- a guide to typical years of experience required to do the job
- personal skills (e.g. negotiation skills, project management skills)

#### **14. Additional Information**

Briefly identify any aspect of the job which you feel has not been adequately covered in the previous sections and which you feel is important in understanding the job.

