Director for Children’s Services

Indicative Salary C-£120,000 p/a

Reports to: Deputy Chief Executive with direct oversight from Chief Executive on all statutory responsibilities

Job Purpose
To develop and implement effective policy and strategy on all matters relating to Children’s Services. To provide leadership and co-ordinate the combined efforts of services to deliver improved educational outcomes and secure effective social care support, safeguarding and protection services through multi-agency delivery.

Context
The Director of Children’s Services (DCS) will provide a clear, decisive, fiscally responsible strategy for delivery of Children’s Services throughout the borough. The post holder will be responsible for directing, commissioning and delivering services in a diverse partnership environment. The DCS will ensure that the strategic and operational arrangements enable the local authority to discharge its education and social care statutory functions effectively and secure improved outcomes for children and young people. This role is accountable for the overall performance of Children’s Social Care Services within the Council.

Statutory Responsibilities
The DCS holds statutory functions set out in Section 18 of the Children Act, 2004. The DCS is an office holder under the Safeguarding Vulnerable Groups Act of 2006 and will be engaging in regulated activity by virtue of undertaking the role and will come within scope of the Vetting and Barring Scheme.

Specific Responsibilities
1. Be responsible for safeguarding, Cabinet Member liaison and attending multi-agency groups such as the Children’s Trust Board.
2. Act as the lead on Child Protection, Looked After Children and other vulnerable children, young people and families.
3. Work closely with the Lead Member for Children’s Services to provide a clear and unambiguous line of local accountability for Children’s Services, exchange information and views and be open to challenge, so they can fulfil their statutory responsibilities effectively.
4. Develop and deliver strategic direction for the Council’s Children’s Services ensuring all offered services contribute to improving outcomes for children and young people and meet legal and statutory obligations.
5. To promote the interests of children, young people and families across the full range of local public services, including planning, housing, transport and leisure.
6. Ensure that effective systems and protocols are in place for the discharge of Council services.

7. Maintain a strategic overview of all education issues, including the sufficiency of school and early years places, the effectiveness of schools and settings and the outcomes achieved.

8. Ensure an effective framework for the analysis and scrutiny of performance data and trend profiles against local and national standards to secure continuous improvement.

9. Lead the development and delivery of shared priorities, governance arrangements and performance standards with multi-agency partners to deliver citizen-focused, integrated services for children, families and young people across the areas of: Looked after Children; safeguarding; school improvement; learning and development; SEN and Disabilities; Alternative Education provision; Targeted Youth Support; Early Help and intervention for vulnerable children and young people; Health.

10. Maintain strategic oversight of the production and consultation of the Children and Young People’s Plan (CYPP), ensure the annual report is published and appropriate action is taken to deliver the agreed priorities and monitor the impact and outcomes achieved.

11. Ensure the annual report on the CYPP is published and appropriate action is taken to revise the plan.

12. In partnership with the Lead Member, ensure that everyone within the local authority and each of their Children’s Trust partners is aware of their shared responsibility for improving outcomes for the children looked after by the authority, regardless of where they are placed.

13. Ensure services are available to all children in the local authority area.

14. Work in close partnership with Assistant Director for Commissioning to ensure all contracted-out services are delivered to specification, ensuring value for money and accountability.

15. Drive significant cultural change through the service and key partners.

16. To hold accountability for the direction of sustainable whole-service improvement for CYPS within the context of the Council’s approved transformation programme and the governance arrangements for the Strategic Partnership

17. To deputise for your line manager when required.

**Corporate Responsibilities**

As a Director in the London Borough of Haringey the post holder will be expected to lead by example and to behave in accordance with the Haringey leadership framework and the accountabilities framework. They will be expected to conduct their duties within professional and legal standards and more specifically they will be expected to:

- Ensure that the strategic outlook, advice and guidance given considers not only internal factors but the impact of external forces;
- Be responsible to create, foster and manage effective relationships with Members;
- Work collaboratively with across all service areas with other senior managers in order to generate efficiencies and create synergies wherever possible;
- Be totally accountable for associated budget, and agree MTFPs from direct reports;
- To be a named member of the Gold Emergency Planning rota and to ensure that services the post holder is responsible for have appropriate business continuity plans and emergency response procedures;
• The post holder must ensure that Health & Safety legislation and the Council’s Health & Safety requirements are complied with and monitored within;
• Be aware of and comply with the Council’s Equal Opportunities Policy.

**Functional Areas**
Quality Assurance
Inspections Readiness
Children’s Social Care
First Response
Safeguarding and Support
Families First
Early years
Early Help
SEN
Youth
Youth Employment

**Signed**

Line Manager

Date

Post Holder

Date
### Strategic Direction:
Post holders will be expected to think strategically, looking forward across a typical horizon of five years. They will be required to scan the external environment and anticipate the impact of external forces. Thinking involves setting policy frameworks and objectives for others to ensure integration between function and sub-functions in pursuit of collective goals.

### Core Accountabilities

#### Financial & Resource Management
Own and delegate significant financial budgets and resources, on behalf of the Council, ensuring that they are focused towards the delivery of intended outcomes in a manner which demonstrates value for money and compliance with relevant policies and guidelines.

#### Business Planning & Risk Management
Lead the development of business strategies for the Council and its partners which are focused on achieving the political objectives and priorities of Haringey and which ensure that all associated risks are identified and understood.

#### Leadership and people management
Act as a strategic leader building strong, visible and collective leadership between cabinet, senior officers and partners which builds a culture of high performance, inspires people and supports the delivery of Council objectives.

#### Customer Experience
Set a strategic focus across the Council and its partners on delivering and inclusive and outstanding customer experience to all of the citizens and communities of Haringey.

### Expert & Advisory Accountabilities

#### Political Management
Provide strategic advice, guidance and challenge to Cabinet and members in the setting of political objectives and priorities and in developing appropriate strategies for achieving them.

#### Professional Leadership
Ensure that authoritative professional leadership is provided across broad range of disciplines which sets a clear professional direction across the Council based on national best practice.

### Partnering & Commissioning Accountabilities

#### Customer & Market Analysis
Lead the strategic commissioning of outcomes for the citizens and communities across a broad range of services based on thorough customer and market analysis and effective service planning, design and procurement.*

#### Market Development
Lead the strategic development of the broad marketplace including shaping and stimulating markets to access appropriate and relevant public, private and voluntary sectors capabilities to deliver the best possible outcomes for the citizens and communities of Haringey.

### Delivery Accountabilities

#### Contract Management
Provide strategic leadership and oversight to the management of significant contracts for the Council acting as the point of escalation for issues to ensure that the highest possible levels of service quality are provided.

#### Performance Management
Ensure that intended outcomes for the citizens and communities of Haringey are achieved through rigorous management against strategic performance indicators.

#### Operational Improvement
Provide strategic leadership to the continual improvement of operations for the Council ensuring that business processes are effective and efficient and enable the highest possible levels of service quality to be provided.

#### Programme & Project Management
Act as the accountable sponsor for strategic programmes and projects across the Council ensuring that they are initiated and governed in an effective manner in order to achieve their intended benefits and goals.
Accountabilities Framework

Role Types

**Partnership (Collaborative) Roles:** These roles identify and are responsible for the outcomes that need to be achieved to best meet the needs of the citizens and communities of Haringey. These roles are hybrids with shared accountability for outcomes but with little direct operational control. In order to achieve outcomes, these roles are required to work collaboratively with others, the most common example being commissioning staff that will monitor local partner activity in order to ensure the delivery of high quality results. At the lower levels, these roles undertake specific commissioning for discrete services. At the higher level, these roles set commissioning outcomes across a broad range of thematic services.

**Delivery Roles:** These roles are the more traditional ‘front line’ service delivery roles. Here, post holders are directly accountable for performance, often through the direct controls of significant resources or through managed contracts. At the lower levels, operational managers may oversee a department or team. At the higher levels, they may be in charge of a department, large operational area or the management of significant contracts and may be ultimately accountable for ensuring compliance with statutory obligations.

**Expert & Advisory roles:** These roles provide a broad service that set policy and provide advice to support and assure all of the Council’s day to day activities. They gather information required by other groups to make strategic decisions and translate this into corporate policy and strategic advice. They have little or no direct accountability for outcomes; however, what they are accountable for is the quality of advice they provide to business leaders. At the lower levels, these roles tend to focus on research and analysis and the interpretation and implantation of policies. At the higher level, post holders set strategy, develop policy and provide assurance across the Council more broadly.

Work Levels

**Strategic Direction:** Post holders will be expected to think strategically, looking forward across a typical horizon of five years they will be required to scan the external environment and anticipate the impact of external forces. Thinking involves setting policy frameworks and objectives for others to ensure integration between function and sub-functions in pursuit of collective goals.

**Strategic implementation:** Thinking is associated with the variable application of policy locally. Post holders will be required to re-shape policy to fit within the local environment, turning functional policy into reality. Thinking goes beyond the year ahead and is required to be open to external influences.

**Tactical Implementation:** Post holders will be required to translate policies into operating procedures. Thinking is essentially concerned with the year ahead, although with a clear understanding of likely longer term developments. Solutions to problems will be designed to meet set objectives in line with the existing internal or external environments.

**Operational management:** Thinking is concerned with the interpretation and tactical application of policy to support local needs, i.e., how can policies be satisfactorily applied to a particular area of the borough. In order to contribute to wider policy decisions, post holders will provide feedback on how policies impact locally.
For Recruitment Purposes - Person Specification

The post holder will be expected to demonstrate associated qualities from the Leadership Framework and the Accountabilities Framework. In addition, the successful candidate will have attained:

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<thead>
<tr>
<th>Qualifications</th>
<th>Essential</th>
<th>Desirable</th>
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<tbody>
<tr>
<td>University degree and or relevant extensive work experience</td>
<td>x</td>
<td>x</td>
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<tr>
<td>Professional qualification (e.g. Social work or Education)</td>
<td></td>
<td>x</td>
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<tr>
<td>Management qualification (e.g. MBA, MPA)</td>
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During the selection process a successful candidate will be required to evidence:

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<tr>
<th>Knowledge &amp; Experience</th>
<th>Essential</th>
<th>Desirable</th>
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<tr>
<td>Evidence of continuing professional development to demonstrate up-to-date knowledge and understanding of the legislation pertaining to the wider field of Children’s Services</td>
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<td>In-depth experience at a senior managerial level of successfully managing significant Children Services initiatives with a detailed understanding of the role of Children’s Services and experience of programmes targeted at disadvantaged groups</td>
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<td>Development and successful implementation of policy proposals at a corporate and strategic level</td>
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<td>Experience leading successful change programmes that focus on improved service delivery to end users and increased value for money</td>
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<td>Significant experience working in Social Services</td>
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<td>Significant experience in the preparation and presentation of complex strategy and policy documents and reports</td>
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<td>Experience of developing successful cross-sector and or multi-disciplined partnerships working both as a contributor and in a leadership role</td>
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<td>Performance management of senior managers</td>
<td>x</td>
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