

Role Title	Corporate Director of Children's Social Care
Job Family	Childrens
Competency Level	Chief Officer
Pay Scale	Corporate Director – CD1

Purpose

To provide strategic direction, leadership, operational and financial management for the Children's Social Care Service, part of the Council's Childrens Directorate.

To lead delivery of key objectives including:

- Improved Life Chances for all children and young adults.
- Integrated Safeguarding and Risk Management for all children and young adults.
- Increased number of children with long term care needs progressing to more independent and community-based support.
- Improved quality and integration of practice, focused on maximising residents' strengths and assets.
- Reduced long term care costs and support for family conflict/breakdown.

To support the Strategic Director of Children and Portfolio Leads to achieve the aims and desired outcomes of the Council, including delivery of the Council's Creating Futures and Think Family strategies and the Families target operating model, ensuring any statutory requirements are met.

The post-holders' remit will initially cover integrated Safeguarding and Child Protection. It should be noted that the role will evolve as the Childrens Directorate model develops and becomes further embedded.

The role will also play a key part in shaping the Council's role in integrating the local care & health system.

Generic Accountabilities End Results/ Outcomes

- Direct, develop and control the Children's Social Care service.
- Responsible for all operational decision making and management of the service.
- Activities within the service are directed and controlled to ensure the required outcomes and standards are delivered either directly; through commissioned or funded services; or via community empowerment.
- Member input, community consultation and customer feedback inform the design, development, delivery and performance management of the service.
- Service quality, customer satisfaction, efficiency and continuity are maximised.
- Service strategy and policy formulation and implementation are aligned to the Councils overall corporate strategy and objectives.
- Actively contribute to the corporate management and Service strategy is developed, agreed and implemented.
- Service priorities are established.
- Changing priorities and external requirements are anticipated and assessed.
- Strategic direction of the Council as part of the Directorate Management Team.
- Innovative approaches and responses are developed and delivered.
- Ensure the development and implementation of policy, systems, processes, performance criteria governance frameworks, and procedures within area of responsibility meet strategic / operational requirements, internal and external reporting requirements and ensure compliance with external legislation and regulations.
- Policies and controls ensure that the area of responsibility is compliant with all relevant legislation, codes, regulations, guidelines, standards and best practice.
- Governance frameworks have clear accountabilities and effectiveness is measurable.
- Compliance is monitored and ensured.
- Action is taken to resolve any issues identified.
- Accountable for the strategic and operational planning and delivery of the service targets and objectives
- Ensure the service's plan and performance (either directly or through commissioned / managed services) results in the implementation of agreed Council strategies, policies and outcomes.
- Input to the strategic planning of the wider organisation.
- Policy direction is translated into service outcomes.

- Service and business plans and targets are developed, communicated, cascaded and monitored.
- Robust performance and quality management systems and procedures are in place and meet all requirements.
- Performance, quality and contractual compliance are managed effectively.
- Advise Management Board and Members on issues relevant to the service. Provide challenge and advice to colleagues, managers and partner organisations.
- Act as lead professional adviser in area of responsibility.
- Strategic advice, critical challenge and moderation are provided in relation to all aspects of the service and wider council / partner activities as appropriate.
- Develop and manage stakeholder relationships.
- Ensure the service has good relationships with Council Members, other service areas, customers, the public and the media.
- Good working relationships with associated and affected interest groups / key stakeholders are established, promoted, fostered and sustained.
- Customer comments and complaints are used to improve service performance.
- The Council is represented on local, regional and national forums.
- Develop opportunities for partnership working both within and outside the council.
- Lead on relevant partnerships between the Council and other public, private, voluntary and community sector bodies.
- Where appropriate, delivery of the service is achieved / supported through partnerships.
- Partnership working is led effectively.
- Best Practice is identified, shared and promoted.
- Provide leadership and direction for the service, to ensure the delivery of timely and appropriate services to customers.
- The service is led by a professional, motivated and effective management team.
- Recruitment, induction development, performance review, employee relations and all HR processes and planning is completed to the required standards and timescales.
- Deficiencies and underperformance are actively resolved.
- Effective team meetings take place.
- Identify, secure, deploy and manage the resources necessary for the service to meet/ exceed its objectives.
- Appropriate organisation structures and processes are developed and implemented to meet changing organisational requirements.
- Resources are effectively and efficiently deployed to achieve service objectives.
- Direct and control the financial expenditure and integrity of the service.
- Budgets and financial risk are monitored and managed in compliance with organisational requirements.
- The service is delivered within agreed budget.
- Funding from external sources is identified and secured where appropriate.
- Value for money is maximised.
- Direct and implement a comprehensive risk management programme for the service.
- Operational, financial, regulatory and political risk are identified and managed in accordance with Local Government and national working practices.
- Ensure that the capacity to respond positively to change is enhanced, “traditional thinking” is challenged and innovative solutions are pursued throughout the area of responsibility.
- Necessary changes to culture and practice are implemented and sustained.
- Conditions for others to perform and to innovate are created.
- Improvement of the service is focussed and driven to meet strategic objectives and improve service user outcomes.
- Plan and direct / sponsor significant strategic programmes, projects and initiatives, both within the service area and across the council / partnerships.
- Major change /complex multi-disciplinary programmes are monitored and directional control provided.
- Resources required to deliver the project / programme are secured.
- Projects / programmes have clear and assigned accountabilities and achieve their objectives.

Job-Specific Accountabilities

To lead and ensure the effective management of the Children's Social Care department to meet the Council's statutory obligations and policy objectives, optimising service performance, the use of available resources and the commitment to continuous improvement.

- Discharge any additional responsibilities associated with the statutory role of Director of Children's Services.
- To consult with and actively engage all sections of the community with regard to operational service development and change, in order to deliver Children's Social Care services.
- Divisional Service Plans are produced that specify outcomes, resources allocated for their achievement and the performance measures and standards to be achieved; and to underpin these plans with a performance management system involving all staff.
- High quality customer care achieved by identifying and meeting needs, learning from user feedback ensuring consistency, and monitoring effectiveness.
- Implications and requirements of legislation affecting services for Safeguarding and Family Support, and Disability Enablement Service are identified, interpreted, disseminated and met.
- Statutory duties under the Children & Families and Care Acts and other relevant statutory duties
- Delivery of the Think Family Strategy and Target Operating Model as applied to the services within the control of this post.
- To lead and direct the development and implementation and monitoring of service policies, plans and budgets to deliver effective and efficient services for the Council.
- Provide clear strategic direction to the Children's Social Care Service
- Heads of Service and their managers ensure that they provide an excellent service which achieves the Council's strategic and statutory objectives.
- Strategic vision is in conjunction with the local community and other partners to ensure the Council is at the forefront of developing and improving services and is equipped to respond to changes and challenges.
- Effective external working relationships are created with key influential people within the community, with partners and providers in order to address key strategic issues facing the Borough.
- Best Practice and continuous improvement through regular reviews; the establishment of effective systems of target setting; and performance management, all of which encourage an innovative a creative approach to service delivery.

Nature of Contacts

- Members, the Chief Executive, Strategic Directors, Heads of Service and equivalent levels in external bodies, private sector and partner organisations to advise, discuss, challenge and influence. Establish and lead partnership working with internal / external services / organisations and liaise with national bodies.
- Advise the Strategic Director of Children on all issues relating to the quality and development of Children's Social Care services in the borough and to give information and advice to Members and support to the Council as required including advice on strategy, policy.
- Manage complex political relationships.
- Manage relationships with key stakeholders and delivery partners including negotiation of complex political / strategic / commercial issues.
- Manage confidential, challenging and highly sensitive issues / situations, which involve
- significant negotiation, persuasion and influencing skills. Interaction with others and the
- ability to successfully influence and motivate are fundamental to the role.
- Direct line management of a Senior Management Team.

Procedural Context

Reports to Strategic Director of Children

Lead and control a council service.

Member of the corporate Leadership Group.

Accountable for operational and strategic implementation of decisions and direction for the service and for project / programme management for cross cutting corporate and partnership initiatives.

Accountable for the integration of a range of professional /operational areas which are critical to the success of the organisation and for performance and service delivery across the service. Ensure any statutory requirements of the post and service are met.

Breadth of vision and strategic and innovative problem solving involves thinking within a general framework of strategic direction in situations where there are often aspects which are ambiguous, intangible or unstructured.

A significant degree of evaluative judgement is required in relation to risks and issues, with the ability to identify

the potential impact of a wide range of changing and potentially conflicting internal and external factors. Conclusions and decisions seize opportunities and mitigate risks.

Direction setting, planning and prioritisation is over a number of years to ensure the service achieves its strategic goals, reviewing and adjusting to take account of the risks and opportunities presented by a changing political and regulatory environment.

Represent the council at local and national level, attending and presenting at such conferences, seminars and working parties as may be required in order to actively promote Waltham Forest.

Key Facts and Figures

Monitor and control the budget of a Council Service

Decisions will impact across own service, the wider Council and its partnerships.

Employees directly managed will be senior management teams, each responsible for significant resources and operational service delivery.

Resourcing

Budget Responsibilities: £TBC

Supervisory Responsibilities

- Safeguarding and Family Support
- Corporate Parenting
- Regulated Services

Knowledge, Skills and Experience

- A successful track record and background of consistent achievement as a senior manager, complex, multi-disciplined and challenging organisation.
- A proven track record of delivering in-depth change management.
- Evidence of success in strategic management and in achieving excellence in the leadership and management of a social services directorate.
- Evidence of commitment to, and ability to provide, continuous and fundamental improvement programmes.
- Strong experience of strategic budget management, including evaluating competing budgetary priorities within tight financial limits.
- A proven track record of working and communicating effectively with a wide range of internal and external bodies to achieve the corporate and service objectives of a comparable organisation.
- A proven track record of working effectively within a political environment, providing clear, balanced advice and guidance on strategic issues that achieve the corporate and service objectives of the organisation.
- Evidence of a clear understanding of the workings of local government, the legal, financial and political context of public sector management.
- Demonstrable achievement and understanding of equal opportunities in employment and service delivery within a large and complex organisation.
- Significant and successful experience of working at a senior management level within Children's Social Care or related relevant field.
- An understanding of the role and function of Children's Social Care services.
- Thorough understanding of the processes, practices and culture required.
- A thorough understanding of Children's Social Care services issues in a diverse inner-city area.
- A working knowledge of the legislation and statutory obligations relating to Children's Social Care services and changes in the health sector.
- A broad understanding of how Children's Social Care services operate and of how improvements can be made by integrated planning and delivery of services.
- A thorough understanding of consultation methods and techniques appropriate to a diverse community.
- High-level analytical skills, with the ability to exercise sound judgement in seeking creative solutions to complex situations.

Indicative Qualifications

Educated to degree level or equivalent standard.

Social Work England Registered

Qualified Social Worker

Post graduate qualification.

Relevant professional qualification.

The above profile is intended to describe the general nature and level of work performed by employees in this role - It is not intended to be a detailed list of all duties and responsibilities which may be required.

This role profile will be supplemented and further defined by annual objectives, which will be developed in conjunction with the post holder.
It will be subject to regular review and the Council reserves the right to amend or add to the accountabilities listed.