

DIRECTOR OF CHILDREN'S SERVICES

Grade and Tier	Chief Officer – Band 2	Reference:	COF004
Reports to:	Chief Executive	Job Type:	Strategic Leader

Role Purpose

- Provide strategic and organisational leadership and direction to deliver the vision and priorities of the Council with particular reference to responsibility for championing the needs and aspirations of children, young people and their families.
- To communicate the vision of the Council and motivate and influence others to acquire this.

Member of People Federation: People, Children's Services and Public Health

Statutory and Key Corporate Accountabilities

- Director Children's Services
- Chief Education Officer

Key Responsibilities

Corporate and Organisational

- Provide strong, visible leadership and direction through compelling communication of the vision and values to own Directorate and externally.
- Ensure effective provision of high quality, integrated services and support to children, young people and families in Plymouth to enable them to live healthy, rewarding and fulfilling lives.
- Principal advisor to the Council in relation to education, safeguarding and children's social care.
- To act as the principal policy advisor within own Directorate and provide specific subject matter expertise and advice to Members as required.
- Ensure departments within the Directorate deliver the policies set by elected members, ensuring all staff understand and act on the aims of the organisation, in order to meet the needs of the people of Plymouth.
- Embed climate change actions across the functions of the Children's Services directorate contributing to core reductions in support of the Council's pledge to become carbon neutral by 2030.

Performance and Finance

- Take lead responsibility for the overall corporate and organisational management of the Directorate ensuring the Council's financial, human resources and other assets are planned, deployed and managed effectively to deliver the priorities.
- Ensure Directorate provides cost effective and efficient services for the people of Plymouth.
- To shape, develop and champion the transformation of Directorate management, organisation and service delivery reflecting political leadership and direction. Embed a positive, innovative culture, which responds effectively and efficiently to the financial, service delivery, economic and social challenges facing the council and its communities, responding continually to the changing external environment.

Customer and Communities

- Contribute to the development of programmes of local engagement and communication within the city with stakeholders and local communities designed to promote the work of the Council, Directorate and deepen the Council's understanding of those it exists to serve.
- Create an environment and culture that empowers and requires employees to work collaboratively and effectively across the Directorate organisation and with partners.
- Leads and challenges Service Directors and other reports to create continuous improvement and service delivery that is innovative, customer focussed and effective in delivering the Council's agreed outcomes.

Partnerships and External Relationships

- Develop long term, mutually beneficial relationships with partners and, where appropriate, integration of service delivery, to successfully deliver expected outcomes and benefits for the City.
- To fulfil a proactive role at regional and national level in promoting and advocating for the City and its communities to deliver improvements and opportunities for children, young people and families

Governance

- To ensure the statutory duties of the Directorate are met in accordance with legislation, guidance and regulatory requirements.
- Ensure effective measures are in place to manage and mitigate risk to protect the liability of the Directorate (Inc. civil contingencies).

Role Accountabilities	Role Outcomes
<p>Corporate and Organisational</p> <ul style="list-style-type: none"> ▪ Accountable for the development and delivery of strategy and performance across Directorate so that it support Council aims and objectives. ▪ Strategic lead (Plymouth) for: <ul style="list-style-type: none"> ○ Children, Young People & Families ○ Education, Participation & Skills ▪ Responsible for implementing Council's Organisational Design principles within own Directorate. ▪ High performance of the Directorate workforce with specific responsibility for the performance of members of Directorate <p>Performance and Finance</p> <ul style="list-style-type: none"> ▪ Accountable for the preparation and delivery of the Directorate revenue and capital budget as aligned to the corporate plan and city priorities. ▪ Ensure there is an appropriate performance framework in place to manage service performance and delivery objectives within Directorate. <p>Customer and Communities</p> <ul style="list-style-type: none"> ▪ Ensures services are focused on continuous improvement within agreed levels of customer satisfaction to best meet the needs of our customers and citizens. <p>Partnerships and External Relationships</p> <ul style="list-style-type: none"> ▪ Creates and manages effective relationships and partnerships with a broad range of stakeholders, building support amongst them in order to deliver better public services. ▪ Promote the city by supporting and participating in key corporate events. <p>Governance</p> <ul style="list-style-type: none"> ▪ Delivers the statutory functions within own Directorate. 	<ul style="list-style-type: none"> ▪ The Directorate makes a demonstrable contribution to Plymouth being recognised as a great place to live and work because of the services it delivers. ▪ Improved outcomes for children and young people can be demonstrated. ▪ The Directorate workforce understand the Council's values, priorities and desired outcomes. There is demonstrable evidence of engagement and progress. ▪ The performance management framework is clearly communicated, implemented and monitored to ensure good performance is recognised. Performance is managed by outcomes and poor performance is addressed quickly. ▪ Appropriate schemes of delegation are in place to move decision making to the lowest appropriate levels for customer and people management issues. ▪ The Directorate has a long term financial strategy and plan (MTFP) which is clear and actively communicated to Members and CMT. The revenue and capital budget is delivered within agreed tolerances. ▪ The Directorate is able to demonstrate how each department is performing against a range of performance indicators. Action is taken if performance fails to meet required standards. ▪ Customer experience and satisfaction is improved across Directorate and there are measures in place to demonstrate that. Clear plans are in place where satisfaction is low. ▪ Decisions are made as close to the customer as appropriate, reflecting our operating model. ▪ Strong networks have been established in the region and the city has received demonstrable investment from a range of funding agencies/from grants/from partners.

<ul style="list-style-type: none"> ▪ A Member of the Strategic Command for civil emergencies and business continuity in liaison with the police/other agencies as appropriate. Member of the out of hour's rota. ▪ Ensure the Directorate is compliant with all statutory, regulatory, safeguarding and audit requirements, including, where applicable, those of Ofsted, CQC, Health and Safety Executive and Information Security. 	<ul style="list-style-type: none"> ▪ A number of key partnerships have been developed which have delivered better outcomes for Plymouth's children, young people and families. ▪ Business models are developed that maximise the efficiency of functions across the Council and our partners through shared resource arrangements and effective contract delivery. ▪ Statutory functions are delivered, risks are mitigated and feedback is used to engender a culture of continuous improvement. ▪ Plans and training are in place and resourced to deal with a range of emergencies. Business continuity is in place. ▪ Children's social services and education functions are effectively discharged in line with the requirements of relevant legislation including but not limited to: <ul style="list-style-type: none"> ○ Section 18(2) of the Children Act 2004. the Education Acts except certain functions relating to further education, higher education and adult education ○ Social services functions within the meaning of the Local Authorities Social Services Act 1970, insofar as they relate to children, and the Council's functions for children and young people leaving care ○ Any health related functions exercised by the Council on behalf of an NHS body under section 31 of the health Act 1999, insofar as they relate to children ▪ All Directorate information is held securely, safely and in line with legal and statutory requirements. ▪ Ensure effective measures are in place to manage and mitigate risk to protect the liability of the Directorate and wider Council.
<p>Essential Qualifications and Experience</p>	<p>Essential Skills and Behaviours</p>
<ul style="list-style-type: none"> ▪ Social work or teaching qualification ▪ Substantial knowledge of the legislative framework governing Children's, Health and Education Services. ▪ Substantial record of senior strategic leadership achievement and experience consistently developing strategies and translating them into effective operational plans gained in a large, complex, multi-disciplinary organisation. ▪ A broad knowledge of public sector service delivery including direct delivery and 	<ul style="list-style-type: none"> ▪ Able to be a collaborative system leader across council and wider with focus on community and citizens. ▪ Able to work as part of a high functioning senior management team, collaborating and negotiating with colleagues and partners on cross cutting matters to deliver objectives jointly. ▪ Able to translate complex strategies into what is required to deliver cultural, organisational and technological improvements. ▪ Able to translate vision, complex concepts, financial information, principles and practices into clear compelling organisational strategies and plans.

<p>commissioning within health, social care and local authority settings.</p> <ul style="list-style-type: none"> ▪ Experience of implementing complex policy matters and projects to cost and time constraints. ▪ Experience of deploying commercial and transformational acumen within large organisations. ▪ Substantial experience in working effectively and impartially with elected members/senior board/executive members and in supporting democratic decision-making processes. ▪ Experience of working as a visible System Leader. ▪ Experience of engaging and involving communities to whom statutory or other services are provided. ▪ Experience of using a range of change management and transformation methodologies to deliver impactful organisational change at pace. ▪ Experience of working and succeeding in complex partnership arrangements. ▪ Experience of leading a large multidisciplinary workforce to drive performance and a successful culture. ▪ Experience of working within and promoting a health and safety and safeguarding culture. ▪ Demonstrable commitment and experience of celebrating and valuing diversity. 	<ul style="list-style-type: none"> ▪ Financial acumen to be able to interpret and interrogate complex financial information. Ability to identify income generation opportunities/income streams in own Directorate in line with Council vision. ▪ Able to understand performance management systems and methods to drive continuous improvement. ▪ Ability to coach and mentor others to improve and build a high performance culture. ▪ Ability to develop and maintain effective dialogue with local MP's, MEP's and other agents of central government, providers of key public services and representatives of major and prospective investors to protect and promote the best interests of the city. ▪ Ability to champion a clear strategic vision to address the challenges facing children, young people and families.
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March 2022.