

## Job profile

### Service and job specific context statement

<b>Directorate:</b>	Children and Young People's Service
<b>Service:</b>	Children and Families
<b>Post title:</b>	Head of Service - Placements
<b>Grade:</b>	SM2
<b>Responsible to:</b>	Assistant Director Children and Family Services
<b>Staff managed:</b>	Manages a group of managers
<b>Date of issue:</b>	1 March 2021
<b>Job family:</b>	<b>SM - Senior Management</b>

### Job context

The post holder will operate in an environment of transformational change and innovation, be able to manage change in a time of financial constraints and provide clear leadership and management to enable staff to perform at their best. The key skills required for all senior managers:

- **Visionary leadership that excites, moves, motivates and engages**
- **Authentic, visible and accessible leadership**
- **Optimistic (not naïve) transformational change and innovation**
- **Able to lead and manage projects.**
- **Inclusive leadership which promotes support and challenge with partnerships**
- **Prudent financial management that promotes public value**
- **Leadership that promotes growth and development of self and others**
- **Strong ability to interpret complex data to understand service risks**

To have a commitment to shared values and the common purpose of developing a culture of interagency working; including statutory bodies, third and private sector organisations.

To ensure that strategic visions are translated into local plans in collaboration with professionals, partners and service users.

Enhanced DBS check required.

### Job specifics

#### People Management

- Provide leadership, guidance and management both to staff across the Children and Young People's Placements portfolio and also supporting the Assistant Director across Children and Families Services.
- Ensure delivery of high quality, effective services to children, families and carers that respect and are responsive to their needs
- Enable staff to respond productively to transformational change by developing a change culture and highlighting benefits realisation.
- Promote high levels of motivation and commitment to the delivery of strategic and operational plans and performance.

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- Lead on Unit HR processes and line management including recruitment, monitoring, supervision and appraisal. Take the lead responsibility for staff welfare, offering support, at times of stress, praising work completed and monitoring performance, including sickness absence.
- Contribute to corporate issues including leading on Complaints, FOI, and disciplinary panels.

### Planning and Organising

- Operational service delivery across Children and Young People's placements portfolio and Children and Family Services as a whole.
- Making decisions independently when dealing with operational management and performance.
- Demonstrate effective planning skills in responding to critical incidents ensuring policy and procedure is adhered to.
- Evidence and record decisions and the decision making process on electronic case management systems in order to demonstrate management oversight.
- Plan and organise staff and resources on behalf on the Assistant Director, when appropriate to do so.

### Data Protection

- To comply with the County Council's policies and supporting documentation in relation to Data Protection, Information Security and Confidentiality.
- Share information and ensure good practice is in place regarding confidentiality and data protection.

### Health and Safety

- Be aware of and implement your health and safety responsibilities as an employee and where appropriate any additional specialist or managerial health and safety responsibilities as defined in the Health and Safety policy and procedure.
- To work with colleagues and others to maintain health, safety and welfare within the working environment.

### Equalities

- Ensure services are developed and delivered in accordance with the aims of the Equality Policy Statement in response to the needs and aspirations of service users

### Flexibility

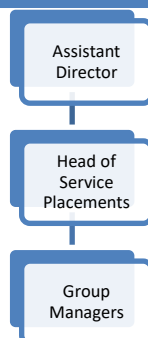
- North Yorkshire County Council provides front line services, which recognises the need to respond flexibly to changing demands and circumstances. Whilst this job outline provides a summary of the post, this may need to be adapted or adjusted to meet changing circumstances. Such changes would be commensurate with the grading of the post and would be subject to consultation. All staff are required to comply with County Council Policies and Procedures.

### Customer Service

- The County Council requires a commitment to equity of access and outcomes, this will include due regard to equality, diversity, dignity, respect, human rights and working with others to keep vulnerable people safe from abuse and mistreatment.
- The County Council requires that staff offer the best level of service to their customers and behave in a way that gives them confidence. Customers will be treated as individuals, with respect for their diversity, culture and values.

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### Structure



### Job Description

**Directorate:** Children and Young People's Service

**Service:** Children and Families

**Responsible to:** Assistant Director

**Staff managed:** Manage a group of managers

To lead and manage the operational delivery, performance, resources both human and financial and strategic development of the following:

- Fostering Teams
- Adoption Teams
- Accommodation Pathway
- Residential and Edge of Care provision (No Wrong Door)
- Strengthening Families Protecting Children Programme

### Job purpose

The post holder will do this by ensuring that teams within the service area deliver services to the appropriate local and national standards in terms of provision of care, performance and budget. They will monitor and review operational delivery, performance and develop strategy in constructive partnership with other agencies and key stakeholders. They will be a key member of Children and Family Services Management Team.

### Operational management

- Ensure delivery of the functional service area in accordance with current legislative requirements, all relevant policies and procedures and to agreed performance targets.

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	<ul style="list-style-type: none"> <li>• Ensure key professional decisions are made according to the highest standards, using an evidence base and that they stand up to scrutiny. Provide appropriate challenge to the decisions of other managers.</li> <li>• Oversee transition points to other areas of the service to ensure the different service areas work in a joined up way</li> <li>• Ensure Children and Families Services priorities and service objectives are in line with the Children and Young Peoples Plan</li> <li>• Undertake performance management, quality assurance and ensure value for money in services delivered by the service; acts on inadequate performance as appropriate.</li> <li>• Set and deliver on high service standards</li> <li>• Deliver services in line with the 'One Council' approach.</li> <li>• Improve timelines of performance across key areas.</li> <li>• Ensure service policies and procedures support the development of young people</li> <li>• Ensure systems and policies are in place to ensure that children, young people and families/carers are fully involved in planning and decision making around LAC and Child Protection and participate in consultation around service delivery and development</li> </ul>
<b>Communications</b>	<ul style="list-style-type: none"> <li>• To diverse stakeholder groups (internal and external) to influence and persuade in order to build continuous commitment to service development and performance.</li> <li>• Preparation and delivery of specialist reports which analyse, evaluate service delivery and performance, as well as making recommendations for change.</li> <li>• Of aims, objectives and vision to employees, internal and external stakeholders to create dependencies to ensure on going service and performance improvement.</li> <li>• Inform and analyse national policy developments and communicate implications to senior and operational managers.</li> <li>• Promote the work of Children and Family Services across local, regional and national forums, including media outlets, so as to ensure the development of public confidence in the service.</li> <li>• Deliver presentations and facilitate workshops both internally and externally in order to develop effective service delivery and stakeholder relationships.</li> <li>• Undertake complex and contentious negotiations with partners and commissioned services in order to ensure delivery of required outcomes and benefits.</li> <li>• Influence others both internally and externally to adopt policies and courses of action to gain buy-in to changes and improvements in order to achieve required outcomes.</li> <li>• Ensure the engagement of children, families and carers is evaluated Investigate and respond to complaints from service users/relatives/carers and other agencies etc.</li> <li>• Develop a proactive relationship with key stakeholders including the inspectorate</li> </ul>
<b>Partnership / corporate working</b>	<ul style="list-style-type: none"> <li>• Develop and maintain good internal and external working relationships with partner organisations and key stakeholders</li> <li>• Understand and promote your role in sustaining good relationships across agencies.</li> </ul>

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	<ul style="list-style-type: none"> <li>• Support other agencies in understanding and complying with their responsibilities regarding safeguarding.</li> <li>• Ensure service information is shared with relevant other agencies and key stakeholders in order to ensure access to services are smooth and effective.</li> <li>• Ensure performance data relating to the safeguarding and LAC activity of other agencies is routinely collected and analysed.</li> <li>• Report to elected members as necessary</li> <li>• Build local, regional and national networks to lead innovation including with the DFE and other government departments</li> </ul>
<b>Resource management</b>	<ul style="list-style-type: none"> <li>• Contribute to the wider management of Children and Family Services resources, through robust financial management financial of Residential provision within agreed procedures and adhering to expenditure targets.</li> <li>• Contribute to the development of annual budget estimates ensuring realisation of efficiency targets whilst maximising delivery outcomes.</li> <li>• Be responsible for effective budget management</li> <li>• Ensure effective systems are in place for ordering, stock monitoring, asset renewal and capital expenditure</li> <li>• Take overall responsibility for the workload and deployment of staff working within Residential Provision.</li> </ul>
<b>Systems and information</b>	<ul style="list-style-type: none"> <li>• Provide advice and guidance to the Principle Disabled Children's Services Officer for the inspection and regulatory frameworks for the three Children's Resource Centres.</li> <li>• Assisting and supporting senior managers /colleagues with the collation of data in order to track performance against agreed indicators and outcomes.</li> <li>• Ensure that all performance reporting is timely and accurate so as to enable strategic and operational managers to make informed decisions.</li> <li>• Ensure that Strategic plans are reflected in operational service delivery</li> <li>• Ensure that operational delivery plans are effectively monitored and tracked with adherence to formal reporting mechanisms so as to ensure delivery within timescale.</li> <li>• Contribute to the effectiveness of improvement activity by participating in consultation activity around performance to ensure stakeholder views are reflected in performance improvement activity.</li> <li>• Ensure strategic needs assessments are based on consultation and participation with children, young people and families in transition.</li> <li>• Be responsible for ensuring that managers are accountable for the delivery of service standards and performance</li> <li>• Ensure performance monitoring information is routinely available to operational managers and others as appropriate.</li> <li>• Monitor and evaluate case files and decision making to ensure standards are high quality</li> <li>• Ensure appropriate standards are in place in anticipation of inspections and other quality assurance exercises</li> </ul>
<b>Strategic management</b>	<ul style="list-style-type: none"> <li>• Contribute to the delivery of strategic plans across and Family Services and other directorates as required.</li> <li>• Lead the development of the service's business plan and contribute to the wider annual planning process in line with key performance objectives, priorities and quality assurance principles.</li> </ul>



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	<ul style="list-style-type: none"> <li>• Take lead responsibility for planning, implementing and evaluating a number of service development and quality improvement initiatives</li> <li>• Contribute to the business plan for Children's Services ensure delivery of high quality, effective services to children and families that respect and are responsive to their needs</li> <li>• Support the Assistant Director in delivering transformational change and delivering innovative solutions to service delivery and development.</li> <li>• Develop new projects, programmes and working practices which attract external funding and maximise benefits to children, young people, families and communities.</li> <li>• Complete any service assessments as requested by regional or national bodies for example inspection self- assessments.</li> <li>• Develop strategies, policy and procedures for delivery across Children and Young People's Resources portfolio, Children and Family Services and other directorates as appropriate.</li> <li>• Ensure Government guidance, legislation are interpreted appropriately and are adhered to in a manner consistent with best practice</li> <li>• Ensure stakeholders and providers are consulted on strategic priorities and mutual benefits are recognised and where relevant, realised</li> </ul>
<b>Safeguarding</b>	<ul style="list-style-type: none"> <li>• Be responsible for promoting and safeguarding the welfare of children and young people that you are responsible for and come into contact with.</li> <li>• Monitor and evaluate service outcomes in relation to safeguarding children</li> </ul>

## Person Specification

Essential upon appointment	Desirable on appointment
<b>Knowledge</b> <ul style="list-style-type: none"> <li>• Extensive knowledge and fundamental understanding of current research and good practice standards in relation to children &amp; families LAC and residential care provision at a local and national level.</li> <li>• Extensive knowledge of the legal framework for working with children &amp; families</li> <li>• Extensive knowledge of Children's Homes Minimum Standards, inspection standards and relevant legislation and guidance</li> <li>• Awareness of current national developments for LAC and residential care provision</li> <li>• Performance management and improvement Models</li> <li>• Clear knowledge of standards and regulations in regard to Fostering and Adoption</li> </ul>	
<b>Experience</b> <ul style="list-style-type: none"> <li>• Extensive post qualifying experience within a relevant professional field.</li> <li>• Extensive management experience of cases with complex, behavioural, professional and ethical issues including child protection, court proceedings, case conferences, criminal justice and other formal processes.</li> <li>• Experience of assessing and managing all aspects of risk, contingency planning and responding to critical incidents</li> <li>• Leading on consultation and participation activity.</li> </ul>	<ul style="list-style-type: none"> <li>• Multi-agency working e.g. recent senior management experience in a multi-agency environment.</li> <li>• Experience of responding to media enquiries.</li> <li>• Experience in commissioning services for</li> </ul>

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<ul style="list-style-type: none"> <li>• Experience of developing strategic plans</li> <li>• Developing and implementing new ways of delivering services and innovative working practice.</li> <li>• Experience of policy and service planning and development</li> <li>• Experience of managing and delivering against performance indicators in a complex operational environment.</li> <li>• Proven, effective and substantial experience of the management of resources in a changing organisational environment, human and financial resources, including budget planning, expenditure control, and identifying savings.</li> <li>• Extensive experience of people management including managing recruitment, discipline and grievance processes and performance management</li> <li>• Experience of successfully planning for and contributing to OFSTED inspection processes</li> </ul>	<p>children, young people and families.</p> <ul style="list-style-type: none"> <li>• Experience of planning, organising and delivering training / workshops to diverse audiences.</li> <li>• Experience of contact with and presenting to Members and Director level staff and senior managers in partner organisations.</li> </ul>
<p><b>Occupational</b></p> <ul style="list-style-type: none"> <li>• Ability to lead change and to support services during periods of change and development, minimising the impact on staff morale and maximising the positive outcome</li> <li>• Ability to monitor and evaluate services and practices to ensure agreed standards are maintained and intervene constructively where necessary</li> <li>• Excellent communication skills, verbal &amp; written, including the ability to use different methods according to service users' and professionals' differing needs.</li> <li>• Good negotiation and report writing skills.</li> <li>• Good political skills and ability to operate effectively and promote services for children and young people in a political environment</li> <li>• Ability to plan, develop and implement new ways of working, including integration with other key agencies.</li> <li>• Leadership skills and the ability to promote and gain commitment to the organisation's policy and objectives</li> <li>• Strategic planning and decision making</li> <li>• Good level of IT literacy, sufficient to manipulate documents and spreadsheets and to interrogate case recording systems</li> <li>• Ability to use data to analyse service performance Skills</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<p><b>Professional Qualifications/Training/Registrations required by law, and/or essential for the performance of the role</b></p> <ul style="list-style-type: none"> <li>• Fully qualified, accredited social work professional status (CQSW, DipSW, CSS, PQCCA)</li> <li>• Current registration with Health and Care Professions Council</li> <li>• Degree level qualification in relevant area</li> <li>• Management qualification</li> </ul>	
<p><b>Other Requirements</b></p> <p>Satisfy conditions of service regarding:-</p> <ul style="list-style-type: none"> <li>• Enhanced Criminal Records Bureau clearance</li> <li>• Ability to travel across the County</li> <li>• Availability to work as necessary outside office hours</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>

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Behaviours	<a href="#">Link</a>
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NB – Assessment criteria for recruitment will be notified separately.

Optional - Statement for recruitment purposes: You should use this information to make the best of your application by identifying some specific pieces of work you may have undertaken in any of these areas. You will be tested in some or all of the skill specific areas over the course of the selection process.