

## Role Profile

<b>Role Title:</b>	<b>Group Head - Children and Families</b>	
<b>Service Group:</b>	<b>Children's Services</b>	
<b>Accountable to:</b>	<b>Director of Children's Services</b>	
<b>Grade:</b>	<b>O</b>	
<b>JE Code</b>	<b>JE1949</b>	<b>Competency Level: 4</b>
<b>Date: May 2019</b>		

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### Purpose of job

- On behalf of the Director of Children's Services to be the strategic lead for children and young people's safeguarding, family-focused child protection and children's social care in Milton Keynes within Children's Services and across partnership arrangements ensuring that the Council's statutory duties in relation to safeguarding, child protection, children's social care and inclusion are effectively met.
- To ensure the effective delivery of all operational children, young people and family services under your line management including: child protection and safeguarding; specialist family support services; family services and in collaboration with the DCS and Head of Corporate Parenting drive forward improved outcomes for Looked After Children through fostering and permanency arrangements.
- To support delivery of: the Council's strategic plans and priorities; Safeguarding Partnership Plan; and council and service business plans.
- To develop and deliver national and local performance measures to improve the impact of the services for children and young people in line with the local Children and Young People plan and partnership arrangements, including the delivery of relevant statutory requirements.
- To contribute as a member of the Children's Services Senior Leadership Team ensuring the effective leadership of your services more widely.
- To work closely with the Cabinet Member for Children and Families and other members of the Cabinet, and lead opposition and Scrutiny members in developing and reporting on the performance of services within your remit and relevant areas and in relation to wider issues.
- To deputise for the Director of Children's Services in areas of responsibility as directed .
- To play a full role in the wider leadership of Milton Keynes Council.

## Key Objectives

1	Provide professional leadership for children, young people and families to promote family wellbeing and ensure children and young people are effectively safeguarded and protected from emotional, physical, sexual abuse and neglect and ensure a culture of continuous improvement across the safeguarding partners in relation to all areas under your professional leadership and portfolio
2	Ensure that the Council, and partners are compliant with all statutory requirements and receive appropriate advice and relevant guidance relating to: child protection, safeguarding, family wellbeing and all other matters as appropriate to the portfolio
3	Lead of Milton Keynes strategy to safeguard and protect children, prevent children unnecessarily entering the care system and enable children with specific needs to be living in families or other appropriate settings in the community, where their assessed needs are met and reviewed to help them achieve their full potential
4	Ensure effective referral and assessment processes into and out of Children's Social Care which are crucial for the safeguarding and wellbeing of children and young people
5	Support the development and delivery of services to support permanency for children and young people through Fostering and Adoption services regulations and inspection requirements
6	Lead the development and delivery of the Council's Children's Social Care safeguarding and Quality Assurance function including its wider role in providing QA to the safeguarding partnership in context of Working Together (2018) and best practice
7	Ensure resources are deployed effectively and the divisional budget, overall, is kept within balance in order to meet the Council's visions, aims and priorities
8	Maintain appropriate mechanisms to enable children and young people and their families and other carers to be actively involved in planning services and individual packages of care
9	Be accountable for statutory performance and contribution to the corporate performance agenda, putting children, young people and families at the heart of decision making
10	Deputise for the Director of Children's Services as appropriate
11	Champion the equality and diversity agenda within the division and across Children's

	Services
12	Develop staff and maximize their potential, ensuring regular assessment and Performance Reviews to identify and action training and development needs
13	Ensure the Council meets its statutory responsibilities in accordance with the Health and Safety at Work Act 1970
14	Lead on all social care inspections and their contribution to the performance framework for Children's Services, participate appropriately in other inspections and take lead responsibility as directed by the Director of Children's Services in representing Milton Keynes regionally and nationally on social care and related matters

**Scope (outline the size or scope of the role, direct or indirect responsibility for people, finances, resources and any special aspects of the role)**

This is a key strategic role that demands the highest levels of leadership in the delivery of a range of services, including the continued development of social work and targeted services and a range of multiagency initiatives within the Children and Families service group and with partners, particularly in line with the Munro report and the Milton Keynes Safeguarding Board (MKSCB). The Group Head must manage a high level of risk, meeting the child protection and broader needs of very vulnerable children, young people and their families. The Group Head will have strategic oversight of high quality social work practice, in part by leading social work reform, which robustly engages with parents and devises with them wherever possible interventions that support children in their families and keep them safe.

This is a considerable area of risk for the council and this role is wholly responsible for leading services that mitigate that risk.

**Direct budget:** Total budget responsibility: Over £??m TBC

Children's Social Care budgets: Over £??m statutory spending for Children in Need and Children in Care (just under £??m directly managed and the remainder via budget holding managers in the service area)

Children and Families Practice Budgets: Over £??m for targeted early help provision

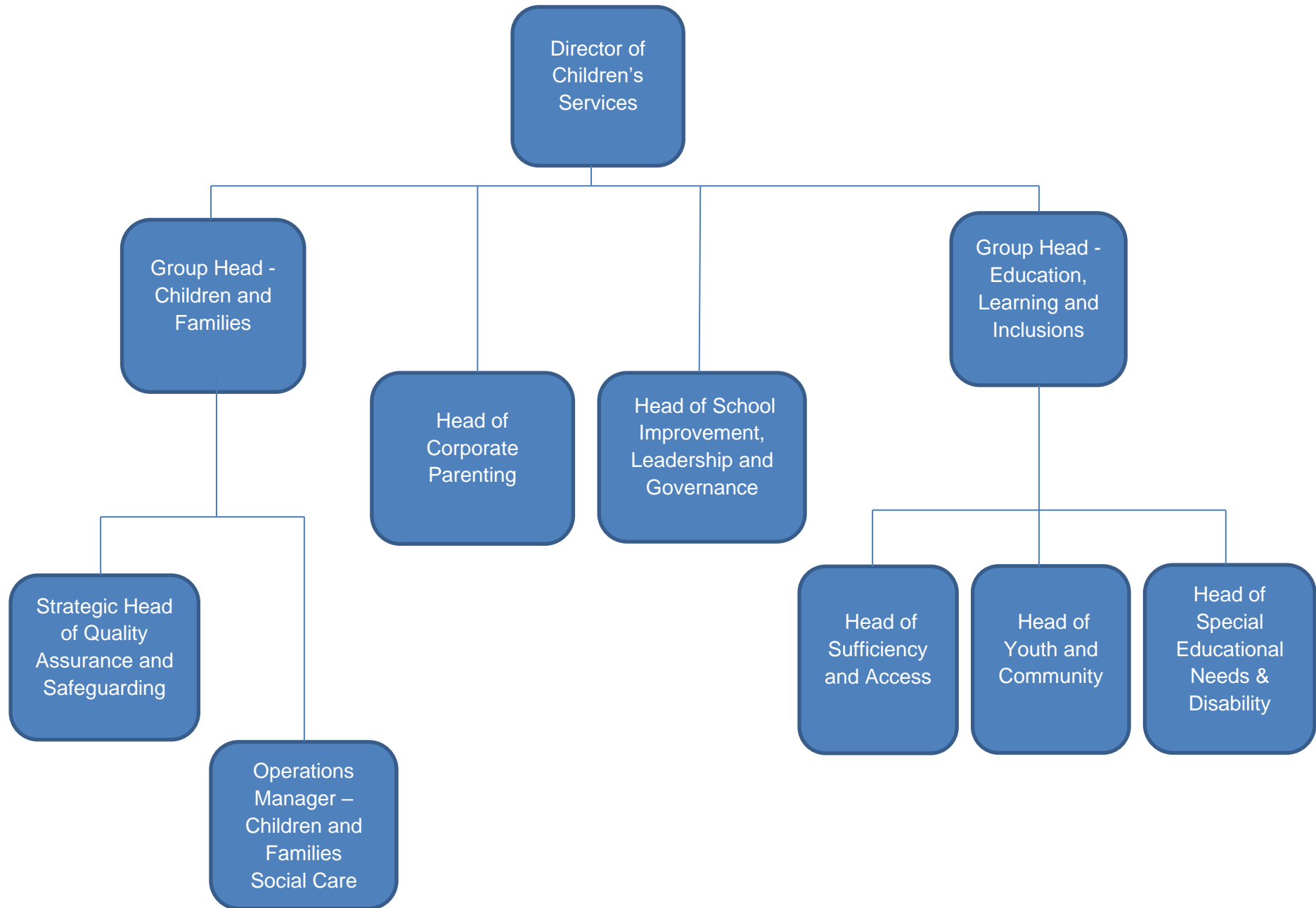
**Staff:** About ??TBC staff:

**Work Profile (outline the main areas of responsibility and accountability and competencies)**

1. Strategic lead for the work to improve outcomes for children, young people and families through:
  - Providing effective leadership and direction to create and sustain the platform on which strong local partnerships can be built
  - Deliver service transformation to develop and maintaining effective services and interventions that enable those children and young people who face barriers to participation to successfully overcome them
  - Developing and maintaining effective services and interventions that prevent the most vulnerable children and young people in our community from experiencing additional difficulties and prevent them from suffering significant harm
2. Strategic lead the development of the short, medium and long term strategic planning and take full responsibility for operational planning in line with the agreed objectives and expected outcomes of the role.
3. Strategically lead on quality, efficacy and the value for money of services are evaluated and continuously improved including practice changes as a result of learning, development or innovation.
4. To be accountable for all aspects of service delivery within the service group , ensuring the very highest professional practice, providing expert, trusted advice and guidance to colleagues and modelling appropriate behaviours and values.
5. To set high standards and expectations of service delivery providing direction, challenging all staff to continuously develop and improve through effective supervision/performance management.
6. Promote and develop an integrated working approach within and across service groups and with partner organisations.
7. To manage the recruitment and selection process for all members of staff within the areas of responsibility being fully responsible for safer recruitment.
8. To anticipate and assess the needs of colleagues and stakeholders when providing information and drafting reports so that they are accurate, timely, analytical and supportive of future decision making.
9. To set the standards for and lead the process of robust risk management, taking full account of the council's agreed procedures
10. To take strategic responsibility for business planning and financial management within the service group area covered by the role so that resources are effectively deployed

11. To ensure that appropriate health and safety policy and procedures are adhered to.
12. To build an effective customer focus in line with the council's public access strategy, and ensure the views and feedback from children and families is used to improve services and promote co-production of future individual and wider service developments.
13. To implement the Council's equalities policies and in particular, to understand the implications of equalities policies in the context of children, young people and families.
14. To undertake any duties of a similar nature commensurate with the grade as may be required from time to time.
15. To be fully accountable to the Director of Children's services , the statutory Lead Member for Children's Services/Cabinet Member(s) for Children and Young People for the effective delivery of the service.

**Job Context - Children's Services Senior Leadership Team**



## PERSON SPECIFICATION

In this section the Skills, Knowledge, Qualification and Competency requirements to perform the role to a satisfactory standard are set out. The extent, nature and level of the role holder's knowledge and skills should be specified

**Awareness** Some knowledge or skills sufficient to show aptitude and the ability to learn in the particular work area

**Significant** Knowledge and skills gained through practice and/or qualification sufficient to fulfil the role requirements

**Extensive** Knowledge and skills gained through practice and/or qualification to fulfil the role requirements and contribute to training others and developing policy and practice in the work area

	Examples specific to role	Required		Level			Method of Assessment interview, testing, reference
		Essential	Desirable	Awareness	Significant	Extensive	
<b>SKILLS AND KNOWLEDGE</b>  Technical knowledge and qualifications	- Degree and relevant Social Care qualification	Y				Y	I
	- Registered Social Worker with Social Work England	Y				Y	I
	- Appropriate project management qualification	Y	Y			Y	I
	- Expert knowledge of the Children's Act 1989 and other relevant legislation and its impact on service delivery	Y				Y	I
	- Substantial experience at a senior management level in Children's Social Care in a complex environment					Y	I
	- Significant experience representing the council at a strategic level with internal and external senior partners	Y				Y	I
	- Comprehensive knowledge and understanding of the National policy agenda relating to children, young people and families	Y				Y	I
	- Extensive understanding of the political context and environment of local government	Y				Y	I

	<ul style="list-style-type: none"> <li>- Significant experience of managing prevention and early help services to reduce child protection plan and looked after numbers</li> <li>- Effective working at senior level with a range of partner agencies</li> <li>- Knowledge of procuring services in a way that delivers efficiencies, keeps customers safe and develops the market place</li> <li>- Understanding of robust contract management and compliance</li> <li>- Evidence of continuous professional development</li> </ul>	Y				Y	I
		Y				Y	I
		Y				Y	I
		Y				Y	I
Planning and organising work	<ul style="list-style-type: none"> <li>- Thinks and acts strategically within own area of responsibility and in support of other areas.</li> <li>- Highly developed oral and written communications skills</li> <li>- Works strategically across council and with partners</li> </ul>	Y				Y	I
		Y				Y	I
		Y				Y	I
Planning capacity and resources	<ul style="list-style-type: none"> <li>- Shapes and drives the strategic planning and delivery of the service, ensuring that operational planning and service area targets are developed, implemented and monitored effectively</li> <li>- Able to manage a demanding workload</li> <li>- Able to use resources flexibly</li> <li>- Able to lead, motivate, coach and develop team members to high levels of performance</li> <li>- Able to plan, set and manage significant budgets and use resources effectively to secure the best possible outcomes</li> </ul>	Y				Y	I
		Y				Y	I
		Y				Y	I
		Y				Y	I
Influencing and interpersonal skills	<ul style="list-style-type: none"> <li>- Excellent influencing, negotiating and advocacy skills with proven ability to communicate effectively and persuasively to senior partners</li> </ul>	Y				Y	I



	<ul style="list-style-type: none"> <li>- Demonstrates leadership within the service group and with a range of partners</li> <li>- Demonstrates strong commitment to public service</li> <li>- Has a high degree of integrity</li> <li>- Demonstrates strong interpersonal skills</li> <li>- Demonstrates strong commitment to the promotion of equal opportunities.</li> <li>- Uses political judgment and sensitivity</li> <li>- Shows a resilience and toughness under pressure</li> <li>- Shows a high drive for achievement</li> <li>- Shows a high degree of awareness towards the needs of service users</li> <li>- Ability to represent the council and work with a range of external partners, including at the regional and national level</li> </ul>	Y				Y	I
<p><b>PROBLEM-SOLVING</b></p> <p>Using initiative to overcome problems</p>	<ul style="list-style-type: none"> <li>- Excellent analytical thinker to apply a significant degree of evaluative judgement and provide practical and creative solutions to highly complex problems</li> <li>- Contributes significantly to development of effective practice within and across local areas</li> <li>- Ability to be strategically agile in response to contextual change</li> <li>- Ability to learn from outstanding practice to improve outcomes for children</li> </ul>	Y				Y	I
Managing risk	<ul style="list-style-type: none"> <li>- Is able to identify, assess and manage considerable risk, putting in place effective strategies to mitigate high risk and protects the council's reputation</li> <li>- Is resourceful and resilient in the face of challenge to problem solving proposals</li> <li>- Has sound judgement when exercising balance between safeguarding risk and budget overspend</li> </ul>	Y				Y	I
Managing change	<ul style="list-style-type: none"> <li>- Ability to manage and deliver change programmes and apply effective project management at the highest</li> </ul>	Y				Y	I

	<ul style="list-style-type: none"> <li>level</li> <li>- Able to inspire others to follow leadership during the process of change</li> <li>- Secure and skilful use of evidence to judge the progress of change and adjust accordingly</li> <li>- Ability to continuously transform the way in which services are delivered</li> </ul>	Y				Y	I
	<ul style="list-style-type: none"> <li>- Works at a strategic level locally, regionally and nationally, representing the council</li> <li>- Identifies priorities and undertakes tasks without supervision</li> <li>- Is fully accountable for overall performance</li> <li>- Is open and honest at all times</li> <li>- Has high expectations of own performance and meets them</li> <li>- Models and promotes the council's values and behaviours and diversity</li> </ul>	Y				Y	I
<b>ACCOUNTABILITY and RESPONSIBILITY</b>	<ul style="list-style-type: none"> <li>- Works at a strategic level locally, regionally and nationally, representing the council</li> <li>- Identifies priorities and undertakes tasks without supervision</li> <li>- Is fully accountable for overall performance</li> <li>- Is open and honest at all times</li> <li>- Has high expectations of own performance and meets them</li> <li>- Models and promotes the council's values and behaviours and diversity</li> </ul>	Y				Y	I
Managing people	<ul style="list-style-type: none"> <li>- Highly skilful in supporting and motivating staff</li> <li>- Identification of talent, succession planning and opportunities to develop the workforce</li> <li>- Disperses leadership so that all staff contribute to leadership and management of the team</li> <li>- Deals effectively with poor performance</li> </ul>	Y				Y	I
Managing financial resources	<ul style="list-style-type: none"> <li>- Experience of managing significant financial budgets</li> <li>- Accountability for use of resources to demonstrate value for money</li> <li>- Can match resource deployment to meet the range of national and local indicators</li> </ul>	Y				Y	I

**COMPETENCIES REQUIRED** All post holders must be able to comply with the council's core competency requirements which include communication, respect for others, customer service, drive for results, delivering the promise and continuous personal development. In addition for those posts with management responsibilities the competencies will include managing self and personal skills, providing direction,

facilitating and managing change, working with people, using resources, achieving results, promoting policy, values and culture, customer service and health and safety.

**SPOKEN ENGLISH FLUENCY DUTY REQUIREMENT** - The ability to converse at ease with members of the public and provide advice in accurate spoken English is essential for this post.

**OTHER INFORMATION** - The post holder needs to be able to travel to meet service delivery requirement and be available to undertake work outside of normal working hours. On call – be available if required to support the council when needed to maintain key service delivery and in the event of a serious incident.

Signed Job holder	Signed Line Manager	Signed	Date