

ROLE PROFILE

Role Title: Head of – Family Support Services
Service Group: Children’s Services
Accountable to: Group Head, Children’s Services
Grade: M
JE Code: JE0920
Date: June 2020

Purpose of job

- To be wholly responsible for delivering strong and effective Family Support services to children and families across Milton Keynes, including leading the strategic development of the council’s children’s social work workforce;
- To be fully responsible for the development and maintenance of specific services that ensure that the needs of all children who may suffer significant harm are investigated and responded to. The Head of Family Support Services will be expected to collaborate with other Heads of Service but to take full responsibility for the outcomes of this role within their defined area;
- To be fully responsible for the development and delivery of targeted casework services below the social care threshold, to ensure effective preventive intervention which divert children, young people and families from requiring children’s social care and other intensive interventions;
- To be the lead in ensuring effective multi-agency and partnership working takes place to protect children;
- Within the designated area and employing a range of effective interventions, to be wholly accountable that the Authority fulfils its legal, regulatory and national minimum standard requirements and its own objectives in relation to meeting the needs of particular individuals and groups of children, young people and their families.

Key Objectives

1	<p>To take full responsibility for improving outcomes for children, young people and their families by</p> <ul style="list-style-type: none">• ensuring high quality social work and targeted intervention practice that engages with children and families in a persistent and non-judgemental way,• ensuring that appropriate strategies are in place to deliver improvement in relation to the agreed national and local indicators and to monitor their effectiveness.
---	---

	<ul style="list-style-type: none"> • setting high expectations and support and challenge all relevant staff • ensuring consistency in the delivery of services including the commissioned interventions • enabling those children and young people who face barriers to participation to successfully overcome them • taking full responsibility (within the council scheme of delegation) for the full range of complex emergency (24/7) and planned independent decision making required to ensure the safety of children and young people
2	<p>To take full responsibility for the provision of services to children in need by</p> <ul style="list-style-type: none"> • providing high quality leadership ensuring the very highest professional practice • ensuring that quality, efficacy and the value for money of services are evaluated and continuously improved • exercising management, leadership and control of the budget, human resources and specialist functions across all services within the designated area •
3	<p>To be fully accountable for the outcomes of services by</p> <ul style="list-style-type: none"> • ensuring the very highest professional practice • maintaining robust monitoring and risk assessment systems • supporting the Safeguarding and Quality Assurance Managers and others to judge the impact of interventions, including the design and conduct of a rigorous Quality Assurance programme, and make appropriate adjustments to future provision • Providing high quality reports • Working with senior managers in partner agencies to ensure effective delivery of a range of integrated services

Scope

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 ISSC service group and with partners. The Head of Family Support Services must manage a high level of risk, meeting the child protection and broader needs of very vulnerable children, young people and their families. The Head of Family Support Services will deliver 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 Head of Family Support Services is wholly responsible for leading services that mitigate that risk.

Key outputs specific to the role:

- Effective multi agency, 24/7 referral, assessment and interventions for all children who may be at risk of significant harm or in need of targeted services
- Effective child protection service working with partners and legal advisors
- Ensuring that vulnerable children, young people and their families
- live safely and thrive in secure environments.
- have the skills and knowledge to live successful, independent lives.
- live in and contribute positively to stable communities.
- enjoy excellent health and emotional wellbeing.
- Meeting benchmarks of national and local indicators for child and family social work
- Strong and sustained workforce development and supervision that retains a high quality social work and targeted intervention workforce
- Ensuring effective recording that reflects the child's journey and the impact of interventions
- Support, as appropriate, the achievement of other performance indicators as set out in the service summary, through working closely with other services
- Ensuring that children and young people are consulted and their views incorporated in the planning and delivery of services
- Ensuring that parents, families and carers are consulted and their views incorporated in the planning and delivery of services
- Supporting the development of parenting skills, especially with young parents and those who struggle to put child's needs first.
- Work with a wide range of partners to design and deliver innovation projects within the service area, such as the Family Drug and Alcohol Court project

Work Profile

- To lead the contribution to our work to improve outcomes for children, young people and families through:
- Providing effective leadership to create and sustain the platform on which strong local partnerships can be built
- Challenging all schools, settings and services to be outstanding, enabling them to take the lead in driving up standards and only intervening when outcomes are not good enough or where schools and settings are unable to help each other improve
- Developing 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
- To 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.
- To ensure that quality, efficacy and the value for money of services are evaluated and continuously improved and that practice changes as a result of learning, development or innovation.
- To be accountable for all aspects of service delivery covered by the role, ensuring the very highest professional practice, providing expert, trusted advice and guidance to colleagues and modelling appropriate behaviours.
- To set high expectations and support and challenge all relevant staff continuously to develop and improve through effective performance management in line with the council's agreed framework.
- Actively to promote integrated working within and across service groups and with partner organisations.

- To manage the recruitment and selection process for all members of staff within the areas of responsibility being fully responsible for safer recruitment.
- 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.
- To exercise robust risk management, taking full account of the council's agreed procedures such as GRACE (Risk Management System).
- To take responsibility for business planning and financial management within the service area covered by the role so that resources are deployed effectively as possible.
- To ensure that appropriate health and safety policy and procedures are adhered to.
- 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.
- 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.
- To undertake any duties of a similar nature commensurate with the grade as may be required from time to time.
- To be fully accountable to the Group Head of Service, the statutory Director of Children Services, the statutory Lead Member for Children's Services/Cabinet Member(s) for Children and Young People for the effective delivery of the service.

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

PERSON SPECIFICATION	Examples specific to role	Required		Level			Method of Assessment interview, testing, reference
		Essential	Desirable	Awareness	Significant	Extensive	
SKILLS AND KNOWLEDGE Technical knowledge and qualifications	Educational qualification to degree level	E				X	I
	Qualified Social Care professional	E				X	I
	Expert knowledge of working with vulnerable children and young people and relevant legislation.	E				X	I
	Significant expertise in effective strategies for reducing social exclusion, anti-social behaviour and other at risk issues	E				X	I
	Excellent understanding of the political context and environment of local government.	E				X	I
	Significant expertise in partnership working at a senior level	E				X	I

	<p>Significant, long term experience in successfully driving service improvement</p> <p>Management Qualification</p> <p>Specialist knowledge and substantial experience of managing local delivery teams</p> <p>Significant experience of and outstanding success in high level leadership</p>	E	D			X	I
						X	I
		E				X	I
			D			X	I
Planning and organising work	Thinks and acts strategically in the short, medium and long term within own area of influence and in support of others.	E				X	I
	Highly creative in finding new solutions, identifying and establishing best practice in own and partner organizations	E				X	I
	Leading influence in areas of significant challenge for the council, working strategically to grip the work of others	E				X	I
	Highly developed oral and written communications skills.	E				X	I
	Able to gain the greatest impact through effective deployment	E				X	I
Planning capacity and resources	Able to plan and initiate strategies that are taken on by others	E				X	I
	Able to influence the practice of others	E				X	I
	Able to plan and set substantial budgets and use resources flexibly to secure outstanding outcomes	E				X	I
	Able to lead and motivate significant staff	E				X	I
	Able to coach and empower others	E				X	I
	Able to engage and work together with partners	E				X	I

	Able to manage a demanding workload without reliance on others	E					
Influencing and interpersonal skills	Shows outstanding leadership within the local area, service group and with partners	E				X	I
	Demonstrates strong commitment to public service.	E				X	I
	Has the highest degree of integrity.	E				X	I
	Demonstrates strong interpersonal and networking styles	E					I
	Demonstrates strong commitment to the promotion of equal opportunities.	E				X	I
	Effectively manages complex situations skillfully by using political judgment and sensitivity.	E					I
	Shows a resilience and toughness under pressure	E				X	I
	Shows a high drive for achievement.	E				X	I
	Shows a high degree of awareness towards the needs of service users.	E				X	I
	Acts as the key represent of the council with a range of external partners including the regional and national reps related teams in an area of highest priority	E				X	I
PROBLEM-SOLVING	Highly developed analytical skills	X				X	I
Using initiative to overcome problems	Able to harness resources and, in partnership with others, think creatively to find unique solutions to long lasting and highly complex problems	X				X	I

	Leads the development of effective practice within and across local areas	X				X	I
Managing risk	Is able to assess and manage risk, putting in place effective plans to mitigate high risk	E				X	I
	Is independent, resourceful and resilient in the face of challenge to problem solving proposals	E				X	I
Managing change	Significant outstanding experience of managing change in a major organisation.	E					I
	Able to inspire others to follow leadership during the process of change	E				X	I
	Secure and skilful use of evidence to judge the progress of change and adjust accordingly	E				X	I
ACCOUNTABILITY and RESPONSIBILITY	Identifies priorities and undertakes tasks without supervision	E				X	I
	Is fully accountable for overall performance	E				X	I
	Is open and honest at all times	E				X	I
	Has high expectations of own performance and meets them	E				X	I
Managing people	Highly skilful in supporting and motivating staff	E				X	I
	Ensures staff have skills for the job	E				X	I
	Disperses leadership so that all staff contribute to leadership and management of the team	E				X	I
	Deals effectively with poor performance	E				X	I

Managing financial resources	<p>Experience of managing significant financial budgets</p> <p>Able to account for use of resources to demonstrate value for money across a number of interrelated projects</p> <p>Can match resource deployment to meet the range of national, local indicators</p>	<p>E</p> <p>E</p> <p>E</p>					<p>I</p> <p>I</p> <p>I</p>
-------------------------------------	--	----------------------------	--	--	--	--	----------------------------

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.

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.

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.

Other information

- able to travel to meet service delivery requirements
- available to undertake work outside of normal working hours

--	--	--	--

Signed Job holder	Signed Line Manager	Signed	Date