

ROLE PROFILE

Role Title: Head of Corporate Parenting

Service Group: Children's Services

Accountable to: Director of Children's Services

Grade: N **Competency Level:** 4

JE Code: JE0921

Date: June 2019

Purpose of job

- To be wholly responsible for delivering strong and effective social work and corporate parenting services to children and families across Milton Keynes;
- 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 Service 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 ensure that the social, emotional and educational needs of all children in care and care leavers are met effectively and improved outcomes for Looked After Children and Care Leavers are delivered
- To be the lead in ensuring effective multi-agency and partnership working takes place to protect children;
- Within the designated area and employing interventions agreed with the Director of Children's Services, to ensure 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.
- To be strategic lead for Looked After Children, Care Leavers, Unaccompanied Asylum Seeking Children and driving forward permanency arrangements and Corporate Parenting arrangements.
- To be responsible for recruiting and delivering fostering and adoption services, including the development of the Regional Adoption Agency and be able to deputise as necessary for the Group Head of Service, and be able to undertake the function of Agency Decision Maker in decision making for children.

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 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.• setting high expectations and support and challenge all relevant staff
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	<ul style="list-style-type: none"> 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.
2	<p>To take full responsibility for the provision of services to children in care 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 internal and externally commissioned 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 Group Head of Service and others to judge the impact of interventions and make appropriate adjustments to future provision contributing to high quality reports and working closely with Corporate Parenting Panel

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 services within the Children's services and with partners and Corporate Parenting Panel. The Head of Service must manage a high level of risk and ensure high quality care delivery to children in care that meet their social, emotional and educational needs while helping them to retain their family ties wherever feasible. The Head of Service will engage with the social work reform programme to improve outcome and build resilience of children in care.

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

Key outputs specific to the role:

- Effective care services for children in care that meets their social, emotional and educational needs
- Robust care planning that puts the child and his/her needs at the centre and seeks to build resilience and a route into further education and employment
- Ensuring that children in care and care leavers
 - 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 well being.
- Meeting benchmarks of national and local indicators for children in care and complies with statutory regulation
- Strong and sustained workforce development and supervision that retains a high quality social work workforce
- Ensuring effective recording that reflects the child's journey and the impact of care placements

- Support, as appropriate, the achievement of other performance indicators as set out in the Children's Service plan, through working closely with children's practices and other services
- Ensuring that children and young people are consulted and their views incorporated in the planning and delivery of service
- Develop and sustain a strong children in care council
- Supporting the development of parenting skills, especially with young parents in care or who are care leavers, and with the parents of those in care.
- Ensure systems in place to purchase quality value for money care placements

Work Profile

1. 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
2. To lead the development of the short, medium and long term strategic planning and take full responsibility for operational planning within a specific locality or functional area in line with the agreed objectives and expected outcomes.
3. 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.
4. To be accountable for all aspects of service delivery within a specific locality or functional area, ensuring the very highest professional practice, providing expert, trusted advice and guidance to colleagues and modelling appropriate behaviours.
5. To set high expectations and support and challenge all relevant staff to continuously develop and improve through effective performance management in line with the council's agreed framework.

6. To actively promote integrated working 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 exercise robust risk management, taking full account of the council's agreed procedures such as GRACE (Risk Management System).
10. To take a leading responsibility in business planning and financial management so that resources are deployed effectively as possible.
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.
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 Group Head of Service, the statutory Director of Children Services and Cabinet Member for Children and Families 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 Qualified Social Care professional Expert knowledge of working with vulnerable children and young people and relevant legislation. Significant expertise in effective strategies for reducing social exclusion, anti social behaviour and other at risk issues Excellent understanding of the political context and environment of local government. Significant expertise in partnership working at a senior level Significant, long term experience in successfully driving service improvement Management Qualification Specialist knowledge and substantial experience of managing local delivery teams Significant experience of and outstanding success in high level leadership	E E E E E E E E	D D D			X X X X X X X X	I I I I I I I 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. Highly creative in finding new solutions, identifying and establishing best practice in own and partner organizations Leading influence in areas of significant challenge for the council, working strategically to grip the work of others Highly developed oral and written communications skills.	E E E E				X X X X	I I I I

	Able to gain the greatest impact through effective deployment						
Planning capacity and resources	<p>Able to plan and initiate strategies that are taken on by others</p> <p>Able to influence the practice of others</p> <p>Able to plan and set substantial budgets and use resources flexibly to secure outstanding outcomes</p> <p>Able to lead and motivate significant staff</p> <p>Able to coach and empower others</p> <p>Able to engage and work together with partners</p> <p>Able to manage a demanding workload without reliance on others</p>	<p>E</p> <p>E</p> <p>E</p> <p>E</p> <p>E</p> <p>E</p> <p>E</p>				<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>I</p> <p>I</p> <p>I</p> <p>I</p> <p>I</p> <p>I</p> <p>I</p>
Influencing and interpersonal skills	<p>Shows outstanding leadership within the local area, service group and with partners</p> <p>Demonstrates strong commitment to public service.</p> <p>Has the highest degree of integrity.</p> <p>Demonstrates strong interpersonal and networking styles</p> <p>Demonstrates strong commitment to the promotion of equal opportunities.</p> <p>Effectively manages complex situations skillfully by using political judgment and sensitivity.</p> <p>Shows a resilience and toughness under pressure</p> <p>Shows a high drive for achievement.</p> <p>Shows a high degree of awareness towards the needs of service users.</p> <p>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</p>	<p>E</p> <p>E</p> <p>E</p> <p>E</p> <p>E</p> <p>E</p> <p>E</p> <p>E</p> <p>E</p> <p>E</p>				<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>I</p> <p>I</p> <p>I</p> <p>I</p> <p>I</p> <p>I</p> <p>I</p> <p>I</p> <p>I</p> <p>I</p>
PROBLEM-SOLVING Using initiative to overcome problems	<p>Highly developed analytical skills</p> <p>Able to harness resources and, in partnership with others, think creatively to find unique solutions to long lasting and highly complex problems</p> <p>Leads the development of effective practice within and across local areas</p>	<p>X</p> <p>X</p> <p>X</p>				<p>X</p> <p>X</p> <p>X</p>	<p>I</p> <p>I</p> <p>I</p>
Managing risk	<p>Is able to assess and manage risk, putting in place effective plans to mitigate high risk</p> <p>Is independent, resourceful and resilient in the face of challenge to problem solving proposals</p>	<p>E</p> <p>E</p>				<p>X</p> <p>X</p>	<p>I</p> <p>I</p>
Managing change	<p>Significant outstanding experience of managing change in a major organisation.</p> <p>Able to inspire others to follow leadership during the process of change</p>	<p>E</p> <p>E</p> <p>E</p>				<p>X</p> <p>X</p> <p>X</p>	<p>I</p> <p>I</p> <p>I</p>

	Secure and skilful use of evidence to judge the progress of change and adjust accordingly						
ACCOUNTABILITY and RESPONSIBILITY	Identifies priorities and undertakes tasks without supervision Is fully accountable for overall performance Is open and honest at all times Has high expectations of own performance and meets them	E E E E				X X X X	I I I I
Managing people	Highly skilful in supporting and motivating staff Ensures staff have skills for the job Disperses leadership so that all staff contribute to leadership and management of the team Deals effectively with poor performance	E E E E				X X X X	I I I I
Managing financial resources	Experience of managing significant financial budgets Able to account for use of resources to demonstrate value for money across a number of interrelated projects Can match resource deployment to meet the range of national, local indicators	E E E					I I 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.

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