

Role Profile: Director for children’s wellbeing
Reports To: Chief Executive
Direct Reports: TBC

Role purpose:

Provide outstanding leadership to the commissioning, development, delivery and promotion of a broad range of services to children and young people in Herefordshire. Ensure customer and community needs are met, the council’s strategic aims are delivered and excellent service quality and value for money are achieved by managing resources in the most effective and efficient way.

Accountabilities specific to the role

- Provide strong leadership in the development of children’s services to improve outcomes for children.
- Ensure effective strategic management of services both within the directorate and with the council’s partners to ensure excellent service delivery.
- Provide the strategic vision, in conjunction with the local community and other partners to ensure the Council is at the forefront of developing and improving services and is equipped to respond to changes and challenges.
- Ensure that the highest quality services possible are provided to the people of Herefordshire and that services are responsive to the expressed needs and aspirations of the council’s residents and customers, regardless of backgrounds, lifestyles and abilities.
- Have overall accountability for the expenditure of the children’s wellbeing directorate’s budget and to ensure that the resources are deployed in the interests of effective service provision and in line with council policies and priorities.
- As a senior leader in the council and a member of management board, engage in the wider strategic management of the council ensuring the achievement of its corporate aims and objectives.
- Lead the safeguarding and promotion of the wellbeing of children and young people in Herefordshire.
- Lead strategic commissioning and improvement programmes for schools and settings, ensuring the council’s statutory responsibilities are met and school leaders are well informed, engaged and supported.
- Promote and ensure effective joint working between Herefordshire Safeguarding Children’s Board and the council.
- Lead performance management across all areas of responsibility ensuring continuous improvement in service delivery resulting in better outcomes for children.
- Inspire, empower and develop the directorate’s workforce to secure a real sense of ownership of and engagement in the directorate’s vision and priorities.
- Formulate, implement and evaluate innovative partnership working across all relevant agencies to maximize service delivery for the benefit of the community in Herefordshire.
- Ensure the effective implementation of corporate performance and risk management processes within the directorate and ensure national data quality standards are achieved and maintained.
- Lead and ensure the effective planning, preparation and organisation of all major external inspection and assessment processes of the directorate.
- Lead high quality and timely planning and intervention for children and young people, and for scrutinising and challenging multi-agency practice, to ensure that children and young people are appropriately safeguarded and improved outcomes are achieved in a timely way
- Manage the range of budgets made available to the directorate and to ensure that resources are deployed to best effect; provide value for money; are well monitored and controlled; and that services are managed within budget and appropriate audit trails are developed for existing and new funding streams.
- Act as principal adviser to the council’s cabinet, committees and senior officers on all aspects of children’s services.
- Maintain and develop communication and working relationships within the directorate, the wider community and outside agencies, including central government agencies, Ofsted and the voluntary and health sectors.
- Ensure the effective management and development of the assistant directors and heads of service of the directorate, ensuring that they provide advice and guidance to the council on the strategic issues facing their areas of responsibility and assist council members to formulate and review service policies to achieve the council’s strategic and statutory objectives.
- Develop and foster effective external working relationships with key organisations and people within the community, in government and other appropriate public bodies, in order to address key strategic issues facing the council.
- Ensure staff are aware of the Herefordshire safeguarding procedures for sharing information about the welfare of any person for whom they have safeguarding concerns. Ensure that staff attend training to enable them to recognise the indicators for concerning behaviour and receive safeguarding supervision as appropriate.
- Assume accountability for directly managing integrated service delivery, managing conflicting priorities and driving the achievement of continuously improved locality-based customer outcomes.
- Ensure that the implications and requirements of legislation affecting children’s services are identified, interpreted, disseminated and met.
- Ensure service developments are properly planned and that delivery is facilitated through the public, private and community sectors through strong and effective partnerships and are underpinned by strong governance.

Responsibilities and behaviours

1. Fulfill the statutory responsibilities of the director for children's services
2. Work collaboratively with other officers to develop corporate strategy and direction based around an integrated approach to service delivery.
3. Contribute to the corporate delivery of the council's vision and core values, providing a clear sense of direction, optimism and purpose.
4. Ensure that the range of services provided and commissioned by the directorate, and in partnership, are accessible to the whole community.
5. Develop relationships with partner organisations to meet the needs of Herefordshire's communities collaborating with all sectors to continuously improve the quality of life in the county.
6. Drive the implementation and development of a programme of change for children's services throughout the council
7. Develop services managed with appropriate partners, spotting and taking advantage of external changes so resource utilisation is maximised in the long term.
8. Act as a figurehead for the service areas managed, liaising with members, non-executive directors and senior individuals in external agencies, regionally and nationally to influence agendas
9. Support members by providing the highest quality advice and guidance on areas of policy and strategy, ensuring that members are appraised about issues to enable informed decision making in line with Herefordshire Council's vision and priorities.
10. Drive appropriate organisational improvement and transformation; and lead cultural and policy change in line with the council's vision and values.
11. Provide exemplary leadership ensuring behaviours meet organisational values and creates a working environment where employees are empowered and can deliver their best; holding others accountable for their decisions.
12. Establish appropriate performance standards and determine priorities for resource allocation to meet clearly defined customer expectations.
13. Create an environment where learning, innovation and the application of new ideas flourish resulting in significant improvements to service delivery.
14. Take responsibility for managing risks and resolving issues that may have a significant impact on the council.
15. Understand and meet all required legislation and governance to deliver the required service standards.

Skills, knowledge and experience

- A successful track record and background of consistent achievement as a senior manager in a large and complex organisation.
- A proven track record of delivering change
- Evidence of success in strategic management and in achieving excellence in leadership and management
- Strong experience of strategic budget management, including evaluating competing budgetary priorities within tight financial limits.
- A proven track record of working and communicating effectively with a wide range of internal and external bodies to achieve the corporate and service objectives of a comparable organisation.
- A proven track record of working effectively within a political environment, providing clear, balanced advice and guidance on strategic issues that achieve the corporate and service objectives of the organisation.
- Evidence of a clear understanding of the workings of local government, the legal, financial and political context of public sector management.
- Significant and successful experience of working at a senior management level within education, children's social services or related relevant field.
- A working knowledge of the legislation and statutory obligations relating to children's services.
- A broad understanding of how children's services operate and of how improvements can be made by integrated planning and delivery of services
- High-level analytical skills, with the ability to exercise sound judgement in seeking creative solutions to complex situations.
- High-level presentational and interpersonal skills, with the ability to communicate effectively to a wide range of audiences and communities.
- Ability to establish and sustain positive relationships and partnerships that generate confidence, respect, credibility and trust and achieve required outcomes.
- Ability to anticipate, interpret and manage change and achieve results through influence and negotiation.
- Well-developed leadership skills, which foster a positive and motivated organisational culture in a manner that secures commitment and ownership.
- Ability to build, work and maintain effective relationships with staff, elected members, key partners, service providers, stakeholders and the wider community.

Employees and culture

- Employee engagement
- Working climate and employee motivation
- New ideas implemented
- Behaviour

Relationships

- Team feedback
- Policy influence to all stakeholders
- Senior management feedback
- Partner feedback

PERFORMANCE MEASURES

Customer Service

- Customer satisfaction/ service quality
- Quality of life in County
- Positioning resources for future success

Value for Money

- Resource utilisation (inc benchmarking)
- Cost reduction
- Service improvement

Council values: I aim to put **PEOPLE** at the heart of everything we do

People – treating people fairly, with compassion, respect and dignity

Excellence – striving for excellence and the appropriate quality of service, care and life in Herefordshire

Openness – being open, transparent and accountable

Partnership – working in partnership, and with all our diverse communities

Listening – actively listening to, understanding and taking into account people's views and needs

Environment – protecting and promoting our outstanding natural environment and heritage for the benefit of all.

DRAFT

Organisation competencies for this role

<p>Customer and community focus</p> <ul style="list-style-type: none"> • Ensures that the organisation's vision, strategy, values, processes and systems are driven by customer needs • Advocates customer or service user interests throughout the organisation • Focuses resources to deliver value to customers or service users • Empowers communities to participate in decision making about key local public services • Leads the development of strategies that respond to the diverse needs of city, market town and rural localities • Ensures that the organisation's vision, strategy, values, processes and systems are driven by customer needs • Advocates customer or service user interests throughout the organisation 	<p>Delivering results</p> <ul style="list-style-type: none"> • Addresses multiple demands without losing focus or energy • Directs efficient and effective use of the resources available • Drives operational and service improvements across the organisation • Realistically estimates the resources required to deliver projects or programmes • Sets challenging objectives to achieve high quality outcomes • Effectively co-ordinates the activities of the whole organisation/business unit • Ensures that service or directorate risks are recognised and dealt with promptly • Reviews assurance framework on a timely basis • Works to develop a risk aware culture across the organisation • Reviews service and directorate risk registers on a timely basis • Works to develop a risk aware culture across the organisation • Conducts workforce planning to meet both current and future objectives • Resolves any organisational issues that are barriers to performance • Focuses both own and others' energy and time on priorities 	<p>Personal impact</p> <ul style="list-style-type: none"> • Creates a climate in which people feel confident to exercise their own judgement • Leads on implementing environmental policy through all work areas • Creates a sense of self belief, energy and pride in the organisation • Establishes a positive health & safety culture which actively encourages ownership and accountability at all levels • Creates a culture of inclusivity, regardless of social identity, background, preferences, beliefs, or values • Promotes an appropriate work-life balance across the organisation • Creates an atmosphere of trust and shared commitment • Shapes organisational values and sets a personal example by aligning own behaviour with these • Inspires others to achieve the organisation's vision • Successfully and confidently handles complex personnel issues • Behaves with integrity, demonstrating clear and appropriate personal values • Demonstrates a clear drive and passion for leading others
<p>Driving change and innovation</p> <ul style="list-style-type: none"> • Identifies and recommends alternative service delivery models • Creates a climate where innovation and change can flourish • Anticipates future changes to the wider business environment • Seeks and promotes innovation to take the organisation forward • Produces creative solutions to broad issues • Initiates, drives and supports organisational change • Provides support to employees during periods of change and uncertainty • Encourages open discussion and debate across all levels of the organisation about changes ahead 	<p>Making decisions</p> <ul style="list-style-type: none"> • Consults with representative groups when formulating strategy • Involves other agencies in order to make effective decisions • Ensures effective decision making processes are in place throughout the organisation 	<p>Team, matrix and partnership working</p> <ul style="list-style-type: none"> • Establishes effective working relationships with people across different levels and functions of the organisation • Celebrates organisational successes • Forms strategic partnerships for the benefit of both the organisation and the community • Acknowledges other people's contributions by encouraging them to take credit for their own work • Is approachable and supportive in their dealings with others • Resolves conflict and friction where it occurs • Supports the activities of cross-functional and multi-organisational teams • Builds an effective management team with complementary strengths
<p>Communicating and engaging effectively</p> <ul style="list-style-type: none"> • Promotes the role of the organisation within the wider community • Ensures that relevant and reliable information about the organisation's customers is openly shared with the appropriate stakeholders • Shapes communication strategies to take into account city, market town and rural localities • Expresses complex issues and information clearly, using appropriate language • Develops policies, strategy and a culture which support open communication • Communicates appropriately with the media • Successfully uses negotiation skills and tactics to move the agenda forwards 	<p>Building capability</p> <ul style="list-style-type: none"> • Creates a culture of continuous learning and development • Responds positively to constructive feedback on themselves or the organisation • Creates opportunities for the organisation to develop new capabilities • Proactively identifies and encourages talented individuals • Assesses the organisation's capabilities and development needs 	<p>Organisational, commercial and political awareness</p> <ul style="list-style-type: none"> • Actively scans the external environment to spot future opportunities and threats to the organisation • Relates to national and local political drivers to inform strategic corporate thinking • Monitors compliance with legislation and professional and organisational codes of conduct • Forges strong working relationships with high level stakeholders (e.g., Elected Members, Non-Executives and representative bodies) • Works with elected members to ensure strong and visible leadership and direction • Leads the development of workable strategies to deliver the political objectives set by the councillors. • Demonstrates a sound understanding of political drivers and central government procedures and their relationship to public services • Contributes significantly to the strategic financial planning process • Proactively reviews the strategy and direction of the organisation or department