

# Job Description

<b>Directorate:</b>	<b>Children, Young People and Education</b>
<b>Unit/Section</b>	<b>Integrated Children's Services</b>
<b>Grade:</b>	<b>KR15</b>
<b>Responsible to:</b>	<b>Director, Integrated Children's Services</b>

## Job outline:

To lead the strategic development and implementation of Kent's vision for Integrated Children's Services, incorporating and aligning the full range of Early Help services (including, where appropriate, those commissioned and provided by partners) with Children's Social Work provision.

To provide strategic leadership on Integrated Children's Services in their Area, to ensure that locality Early Help Units and Children's Social Work Services are closely aligned and form part of a coordinated and seamless offer providing services to families, identifying needs early, putting in place the right services at the right time and, where possible, preventing needs from escalating.

To manage teams in delivering the full range of Early Help Unit and Children's Social Care provision within a defined geographical area (North, East, South or West) to demonstrate the positive impact of improving outcomes for all children and young people, including those in need of support and protection and those who are looked after.

To contribute to ensuring a key focus on the safe transition of children and young people, including those in special education and disabled children and young people, to adult provision.

## Job accountabilities:

1. Accountable for providing strategic leadership and operational direction in the development of an integrated offer for children, young people and families in their Area, working collaboratively across service boundaries, for the development of integrated provision and ensuring that there is a clear pathway for children, young people and families within those services. To ensure, where possible, that those services are delivered on a multi-agency basis and key partners are engaged in that delivery model.
2. Responsible for directing development of Business Plans, and other strategic documents, for locality Early Help Unit and Children's Social Work Services, to ensure that the Directorate's contribution to the wider Health and Social Care economy is reflected, thus enabling provision to be in accordance with identified service needs and the Council's Strategic Priorities.
3. To act as the County lead officer for defined services, where identified, delivered on behalf of the whole county.
4. Instil a culture of continuous professional development within the service, which helps to ensure consideration of the needs of families and that the right services are delivered to the right child at the right time, in line with the Directorate's commitment to support families earlier and better. To create the processes and procedures that enable talent to be identified and realised consistently across the service, ensuring that the Directorate's practice framework is applied consistently by Early Help and Children's Social Work staff.

5. Initiate and drive change initiatives to ensure continuous service improvement to improve life chances for the children and young people of Kent.
6. Build, develop and maintain effective strategic partnership working and internal and external relationships, to ensure an integrated and collaborative approach to delivering services to the children and young people of Kent.
7. Manage, measure and monitor the quality of service provision and standards within the Area through statistical analysis, case audit and review, and through the measurement of specific national and local targets, and the review of all contracting processes of Children's Services provided by the independent sector.
8. Direct and enable all services to children, young people and families requiring support at Levels 3 and 4 including Children with complex needs below statutory intervention thresholds, Children in Need, those subject to Child Protection Plans, and those in Care within an Area, ensuring that they are in line with the Directorate's policies, procedures and priorities and national guidance and legislation.
9. Develop, monitor and review strategic policies, procedures and standards of practice for the provision of services to children, young people and families in accordance with new and existing corporate and Directorate strategies and relevant Government legislation in relation to children and young people, to ensure that any changes are incorporated and addressed consistently within the Directorate, corporate and legislative framework.
10. Work closely with the Commissioning team to identify emerging local needs and identify how these can best be met in the local market.
11. To be responsible for the effective forecasting, monitoring and review of budget allocation and expenditure for Children's Service requirements in the Area, including accountability for delivering budgets within a defined envelope, prioritising service delivery within available resources, identifying and pursuing funding opportunities to develop services to meet the Directorate and Area's Business Plans.
12. To support the Director for Integrated Children's Services, working collaboratively as part of the senior management team, deputising for the Director as and when required.

Footnote: This job description is provided to assist the job holder to know what his/her main duties are. It may be amended from time to time without change to the level of responsibility appropriate to the grade of post.

# Recruitment Selection Criteria

The qualifications, knowledge and experience criteria below will be used in shortlisting. Applicants should describe in their application how they meet these criteria.

## Qualifications:

Degree in Social Work and CQSW/DipSW

Evidence of continuous professional and management development

Registration as a social worker with the HCPC

## Experience:

Extensive senior management experience of operational services within Children's Social Work, Early Help, Education, Health Service, related voluntary sector or private sector organisation

Proven track record of successful collaborative working and partnerships, including delivery of integrated services to improve outcomes for children and young people

Experience of effective multi-agency working

Proven track record of formulating and leading strategies that cross service and professional boundaries, which lead to improved outcomes for children and young people

Demonstrable experience of initiating and managing change in the pursuit of strategic objectives

Effective management and monitoring of major budgets

Experience of directly contributing to policy formulation, implementation and review

Experience of dealing with elected Members and political sensitivity

## Skills and Abilities:

Excellent communication skills in all formats, with an ability to communicate effectively with Senior Managers, elected Members, Central Government, multi-agency partners and people within the community

Ability to produce written material and presentations to a high standard, which are suitable for a range of different audiences

Excellent consultation, negotiation and commissioning skills, with an ability to negotiate in a range of environments including within across the Council, with partners, elected Members and external organisations around contractual and financial arrangements

Proven ability to lead, influence and inspire, particularly during periods of change

Ability to work to tight deadlines within budgetary limits

Ability to quickly grasp complex issues and prioritise competing tasks and deadlines

Excellent risk management skills

Ability to think strategically and operationally, ensuring that services, and their development, reflect the wider national context as well as the Council's strategic priorities

Excellent data analysis skills

Ability to develop and use performance management and quality assurance techniques and processes to enable and facilitate high quality professional practice

Recruitment and staff development skills to empower staff in a changing environment

Computer literacy

## **Knowledge:**

Appreciation of Kent County Council's policies and procedures, priorities, practice and standards, especially in relation to integrated children's services and commissioning, together with related legal requirements

A detailed knowledge of Government policy, legislation and guidance relevant to children's services

Up-to-date knowledge of relevant research, best practice and national standards in relation to children's services

High level knowledge of corporate financial regulations

Broad knowledge of the range of children's services across partner agencies and sectors

Good understanding of childhood and adolescent development

# Organisational Responsibilities

All Corporate Directors, Directors and Heads of Service have an explicit responsibility to work as part of a team to deliver, collectively, the agenda of the County Council. These are fundamental elements of their role not an addition and are summarised as follows

## Whole Council

- Seek to improve the lives of all residents in Kent and the economy of Kent
- Act as corporate parent to the Council's Looked After Children
- Take an active role in promoting and ensuring the Council's responsibilities for safeguarding are met
- Understand, communicate and contribute to the delivery of KCC's strategic aims
- Meet statutory obligations and promote and ensure compliance with policies and procedures and the Council's Code of Conduct (Kent Code)
- Advise elected Members and support the democratic process
- Promote the Council brand and enhance the overall reputation of the Council
- Understand and monitor the measures of performance, including customer insight, which define successful outcomes for KCC services
- Maintain and ensure a relentless focus on the customer
- Act to support the Council-wide need to deliver services within budget, thereby avoiding an overspend that could damage the financial viability of the Council
- Overcome professional and service silos to achieve the County Council's objectives

## Integration of Services

- Focus resources where they have the biggest impact
- Deliver services that are flexible and adaptable
- Integrate services within KCC and work with partner agencies to ensure a seamless customer experience
- Fully and inclusively engage all staff in the delivery of services, demonstrating the Council's leadership values and competencies

## **Embedding Commissioning and Engaging Relevant Markets**

- Establish an outcome focused organisation
- Meet the financial regulations and standing orders of KCC
- Challenge the status quo and engage with the market to constantly improve
- Ensure all services are delivered effectively and efficiently
- Proactively and continuously seek to improve service delivery
- Proactively manage risk to avoid inertia whilst not exposing the Council to needless and avoidable challenge or loss

## **Managing Change**

- Understand and support the Authority's overall change agenda
- Deliver required outcomes of service specific change on time and to budget
- Understand the quality of staff, support their development, nurture those with talent
- Identify the skills for the future and the level of staff through robust workforce planning
- Identify and deal with underperformance
- Deliver to agreed budget and income targets

# Kent Values

- We are **brave**. We do the right thing, we accept and offer challenge
- We are **curious** to innovate and improve
- We are **compassionate**, understanding and respectful to all
- We are **strong together** by sharing knowledge
- We are all **responsible** for the difference we make

Our values enable us to build a culture that culture is:

**Flexible/agile** - willing to take (calculated) risks and want people that are flexible and agile

**Curious** - constantly learning and evolving

**Compassionate and Inclusive** - compassionate, understanding and respectful to all

**Working Together** - building and delivering for the best interests of Kent

**Empowering** - Our people take accountability for their decisions and actions

**Externally Focused** - Residents, families and communities at the heart of decision making

As a senior leader you will be expected to role model and drive the Council's cultural aspiration and its related values. In doing this the leadership traits we expect of you are:

- Courage and integrity
- Making a difference – sense of purpose
- Compassion and inclusion – community leadership
- Drive for results -
- Curiosity and learning