

HAY JOB DESCRIPTION

POSITION TITLE	Head of Childrens Social Work Service and Child Protection		
LOCATION	County Hall, Exeter		
REPORTING TO	Strategic Director - People (DCS and DASS)		
POSITION NUMBER(S)			
EVALUATED GRADE	L3	DATE OF EVALUATION	17/12/14
DIRECTORATE/SECTION/SCHOOL	People		
EFFECTIVE DATE OF JD	Dec 2014	JOB NUMBER	H.0190

JOB PURPOSE: Describe in one or two sentences the basic reason why the job exists

This post is responsible for the leadership of all Children's Services within the Council, commissioned services and with Partners. It is accountable for the strategic direction, commissioning, policy and practice of the Council in relation to the safety and protection of individual children. The post holder will lead in development of services for looked after children and champion the Council's Corporate Parent agenda.

It will strategically lead on developing integrated early intervention and prevention approaches to safeguarding, working across agencies and professional groups to drive forward this agenda. It will maintain and further develop robust joint agency partnership arrangements to protect the most vulnerable and those at risk of harm. Responsibility is also held for workforce development including a strategic approach to sufficiency, development of staff to ensure safe and quality practice and succession planning.

It is accountable for the service performance including budget management. The scope includes setting the strategic direction, commissioning, policy and practice for the following services:

- Children's Social Work Service
- Multi Agency Safeguarding Hub (MASH)
- Youth Offending Service
- Adoption Service
- Fostering Service
- Atkinson Secure Unit
- Emergency Duty Team (adults and children)
- Safeguarding Board
- Independent Review Service including the LADO function and quality assurance of practice.
- Early Help to include the Youth Service, Family Group Conference and Targeted Families

- Commissioning and quality assurance of all commissioned services

The role will be the strategic link to the Devon Safeguarding Children's Board.
Other strategic links include the YOS Management Board and MASH Board

Within each specialist area ensure all relevant statutory duties and legislative obligations are met.

CONTEXT: *Please explain how the job fits into the organisation and how it relates to other functions, both internal and external, for example national initiatives.*

The Corporate Leadership Team and Heads of Service will work together as one entity, valuing and demonstrating strong leadership and developing a collaborative approach towards continuous improvement. Each Head of Service will hold individual accountability for the results and performance improvement of their own area, alongside joint ownership of all service areas in order to meet the needs of the citizens of Devon. There will be a shared understanding of the single council approach ensuring that public money is used in the most business-like way. The Heads of Service will provide strategic direction, clear evidence for decision making, robust performance management and enhanced relationships with elected Members.

The County Council's new strategic direction will require a greater focus on strategic commissioning responsibilities as opposed to directly managing service provision. Whilst a directorate based approach works well for a large organisation with extensive in-house delivery arrangements, it lacks the flexibility and coherence the Council will need in future to achieve its aims.

The approved arrangements dispense with the Directorate structure and replace it with a more corporate, single organisation approach, with accountability for service outcomes resting at Heads of Service level.

The post holder will be expected to work in partnership across the local authority at all levels but also externally to the NHS, other statutory bodies, independent sector care providers, and service users and carers. A principle of co-production should be adopted wherever feasible.

RESOURCES

Annual budgetary amounts for which the job is either directly or indirectly concerned or has shared responsibility. Please specify whether direct/indirect/shared.

2015/16 Budget

Budget under Head of Service:

Service	£000
Looked After Children	17,139
In house Residential Homes	210
Children in Need	2,693
Family Intervention Service	1,849
Permanency	3,301
Care Leavers	1,118
Youth Services including Youth Justice	4,103
Staffing	18,928
Others	3,183
Integrated Children' Services	16,640
Block Contracts & Commissioning costs	4,261
Atkinson Secure Unit (gross)	2,600
Troubled Families (gross)	2,000
Total Children's Services (14/15)	78,025

Finance

Number, job titles and grading of subordinate staff. Indicate which of these if any, the role will line manage.

Staff

Staffing figures for Children's Social Work Service and Child Protection: 830 staff (Nov 2014)

The post will directly line manage 7 Senior Management posts (grade D3).

Any other statistics directly relevant relating to the job. Explain how and why these statistics impact on the job.

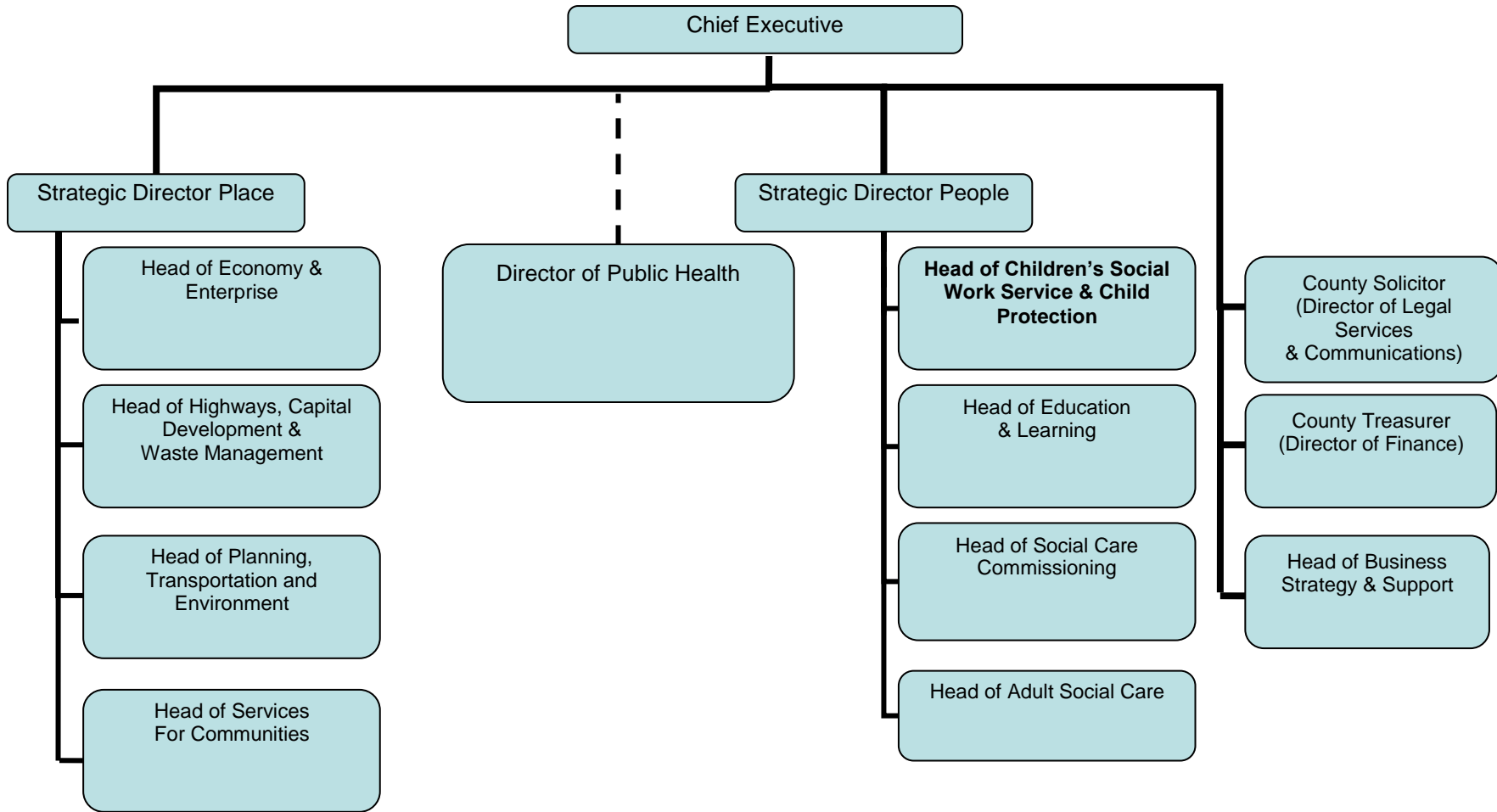
Other

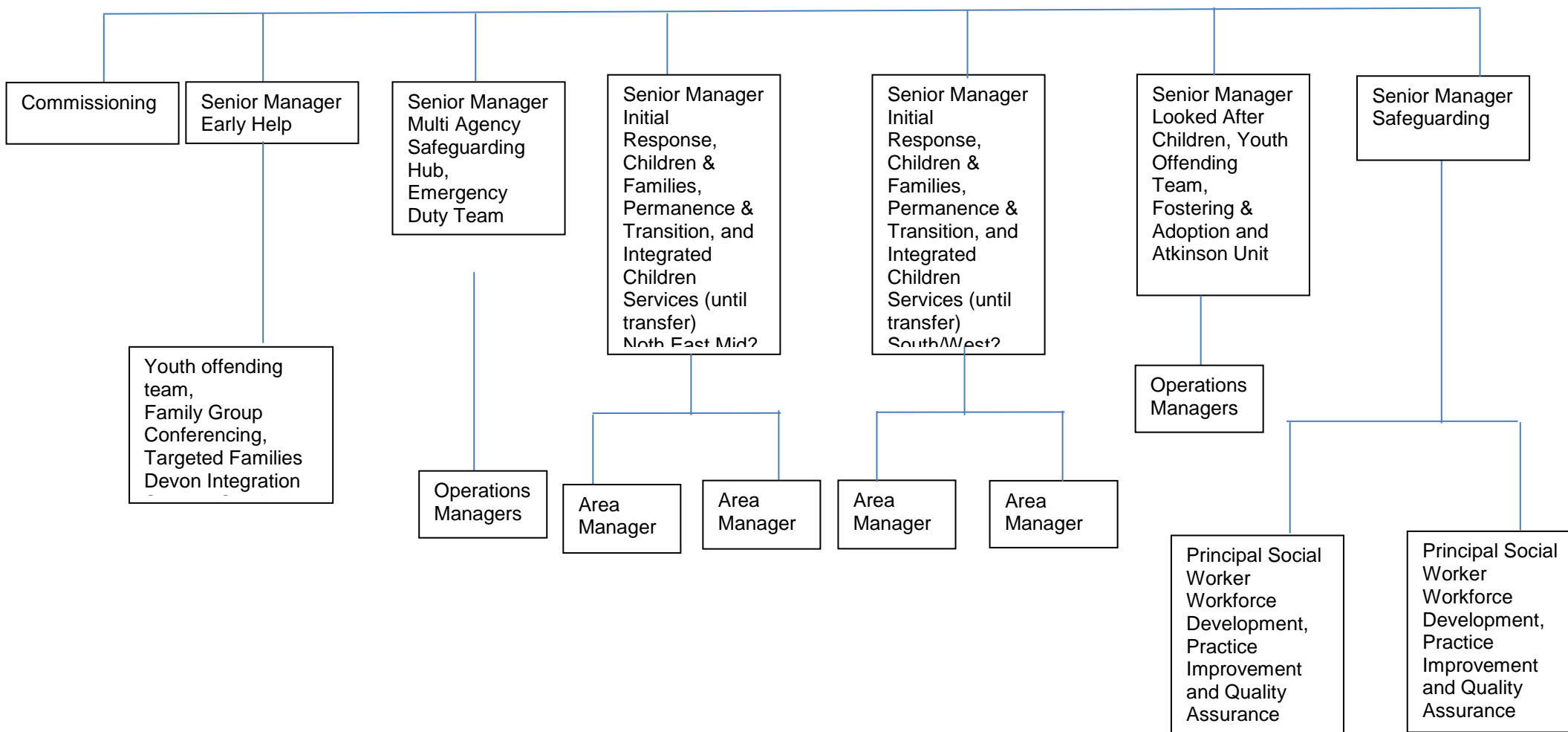
Referrals to service: 8717 (2013/14 figures)
 Section 47's: 2,207 (2013/14 figures)
 Number children subject to CP: plan 573 (Nov 2014)
 Number of LAC: 639 (Nov 2014)

Average Caseload per Social Worker 22 (Nov 2014)

ORGANISATIONAL STRUCTURE

Draw an organisational chart here or attach as a separate sheet. Please show clearly the job, the immediate supervisor, his/her supervisor, colleagues who also report to the supervisor and the job subordinates, giving full titles and current grades where known.





KEY ACCOUNTABILITIES: list the <i>principal</i> accountabilities, and indicate the approximate % time spent on each. NOTE: There should typically be no more than 6-8 <i>principal</i> accountabilities for any job, and each accountability, no more than 2 or 3 sentences long.		%
1	To be Strategically responsible across all Children and Young People's Services, covering the entire life cycle. i.e. strategic responsibility will be across all DCC services (delivered and commissioned).	
2	The role will include providing the strategic lead for looked after children's services, and covering the Ofsted requirements for children's social work. and working closely with the lead member for children services.	
3.	To ensure the development of appropriate procedures to safeguarding, protecting welfare for Children and Young People.	
4.	To develop, maintain and implement strategies and provide operational governance to all services in scope, in addition to fostering, adoption and a Secure Unit – with fostering, adoption and the Secure Unit under service provision, the role will have the responsibility to provide the operational governance over these areas – i.e. line of professional accountability.	
5.	To contribute to existing Children, Young People and Families Alliance.	
6.	To Provide strategic leadership and oversight over governance and commissioning models in Devon, including Children's Safeguarding Boards. To be the strategic lead for the Devon Safeguarding Children's Board and work closely with the DSCB chair. To engage with the People scrutiny function.	
7.	To develop new models of service delivery within the council and through robust partnerships which promote preventable approaches and early intervention to support children and families with particular reference to Early Help and local partnership working.	
8.	To provide strong leadership and management of the Children's Social Care Workforce. Overseeing the strategic development of the workforce to ensure recruitment meets Safeguarding standards and that the workforce are trained and developed to ensure the highest standard of service delivery.	
9.	Leadership in respect of all aspects of financial management. Ensuring robust budget management and delivery of all children's services with budget tolerances.	
10..	To deliver robust quality assurance processes and performance management linked to Devon and national priorities to satisfy internal and external scrutiny.	

It should be noted that the duties or tasks associated with of the post may change from time to time without altering their general character or the level of responsibility entailed and without affecting the grading of the post.

For all roles the job holder must:

- Be aware of the Council's aims, organisational values and behaviours and their impact on this post.

- Participate in the Council's performance management process
- Carry out the duties of the post in accordance with the Council's Rules, Regulations and Policies
- Carry out all duties and responsibilities with reasonable care for the health and safety of you and any other person who may be affected by your acts or omissions at work and to co-operate fully with the County Council in health and safety matters.
- To comply with the Data Protection Act 1998 (all employees of the Council will not disclose or make use of, for their private advantage, any information held on manual or computer records, which are not available to the public, however acquired.

The above mentioned duties and activities associated with this job are neither exclusive nor exhaustive and the job holder may be called upon to carry out such other appropriate duties as may be required within the grading level of the job and the competence of the job holder.

KNOWLEDGE AND EXPERIENCE: *Identify education, qualifications, training and experience necessary to enable the job to be carried out fully and effectively. Note this information should relate to the qualifications etc, required for the job and not be specific to an individual. Be careful not to include any requirement which maybe regarded as discriminatory, e.g. X number of years experience.*

Higher degree or equivalent

Further professional qualification in Social work and HCPC registration.

Proven leadership experience and ability to work at a strategic level whilst having interest and expertise in frontline practice.

Knowledge and experience of managing large and complex organisations.

Experience and expertise in delivery safeguarding social work practice across the child's journey.

Knowledge and capability to deliver the requirements of Working Together 2013 and all relevant statutory requirements and guidance.

Awareness of, and sensitivity to, the political implications of professional and managerial decisions

Understanding of context of Local Safeguarding Boards role and responsibilities.

Excellent communication, advocacy, presentation, influencing and negotiating skills.

Experience working with a range of partners.

Senior management experience and a proven track record of success at a senior level.

DEVON COUNTY COUNCIL LEADERSHIP BEHAVIOURS - Heads of Service

A. Customer Service:

A person who uses this competency puts the people of Devon first by delivering outstanding customer service in all that they do. This includes internal and external customers

Specific requirements for Heads of Service:

In order to ensure that services deliver the best possible customer outcomes and are focussed at those areas of highest need and in line with community preferences in the context of scarce resources senior leaders must:

- Always champions the needs of customer, constantly challenging self and others to think from the customer perspective.
- Systematically engages and keeps abreast of community/customer needs and views enabling them to input into decisions regarding how/which services are delivered

B. Setting Direction:

A person who uses these competencies thinks broadly to consider strategic alternatives, before clearly setting direction, planning and prioritising and helping others to understand what needs to be done to achieve change and organisational outcomes.

Specific requirements for Heads of Service:

In order to set direction effectively in a complex, environment of multiple stakeholders and rapid change senior leaders must be able to do 3 things:

Think strategically, recognizing the complexity of the big picture, but able to boil it down to the issues that count:

- Take a broad view of issues considering multiple perspectives and scenarios e.g. considering how their service/issue inter-relates with other services/issues across the broader system
- Simplify complexity, creating clarity and direction in ambiguous, multifaceted situations for self and others.

Be confident in dealing with challenging and ambiguous situations

- Able to deal with ambiguity and the pace of change in Local Government, confidently making and standing by decisions in challenging situations and persisting with flexibility in the face of setbacks
- Have the confidence to speak out for what is best for Devon, even when it is not easy to do so.

Provide clear direction and energise those they lead to deliver in line with it

- Create the conditions that enable the team to deliver its best e.g. setting clear direction, asking for team input to build engagement, building team spirit, and setting team norms
- Generate excitement and enthusiasm for the Devon vision, helping people internally and externally to understand and engage with the Council's goals.

C. Working Together:

A person who uses these competencies creates and maintains trusting, respectful working relationships with others with a clear focus on outcomes for their customers, rather than organisational boundaries.

Be politically astute:

- **Understand the climate and the big and little 'p' politics within the Council**
- **Understand the local stakeholder context across the county and the culture and the big and little 'p' politics for stakeholder organisations and key individuals.**

Develop effective partnership relationships:

- Build effective ongoing partnerships facilitating others to collaborate effectively e.g. ensuring all are able to give their views, helping to resolve conflicts/find the 'win win', communicating openly and honestly
- Develop and facilitate strategic partnership relationships (internally and externally), building a

collective understanding of the benefits of working together across the County.

Think 'one Council'

- Are committed to serving Devon's community, above and beyond their area
- Are non territorial, supporting corporate decisions, even when this may impact on their area, in the interest of the greater good of the organisation and its communities.

D. Communication:

A person who uses this competency influences others through effective communication, managing information to keep self and others informed

- Use their understanding of what will appeal to others to tailor their approach to engaging others choosing the most impactful approach
- Take a strategic approach to influencing using a range of tailored steps and strategies to build support over the long term.

E. Developing People:

A person who uses this competency focuses on the development of themselves and their colleagues to enhance performance, motivation and ability to change

- Focus on long term potential providing systematic coaching, mentoring and development to enable others to deliver for the long term and reach their full potential
- Create a learning culture by modelling appropriate behaviours and putting in place systems to ensure that service/organisational development needs are met

F. Using Resource: Driving Results

A person who uses these competencies focuses on continual improvement and the most efficient use of the organisation's resources ***i.e. Finance, IT, Property and Data in ways that are sustainable for the future***

Set and deliver challenging goals

- They understand the key drivers of value in their area and make plans or decisions on the basis of clear calculation of inputs versus outcomes, costs versus benefits.
- Sets challenging goals and confidently takes calculated risks to deliver step change improvement and long term sustainable change. They tenaciously drive through delivery.

Hold others accountable

- **Identify and address performance issues with their workforce raising improvement or changes that need to be made promptly and constructively**
- **Constructively challenge peers, partners members and other leader to deliver agreed results and model the agreed values and behaviours**

Draw in new ideas

- Have systems in place to keep up to speed with changes in the broader context including: changes in the policy/political context and new thinking and ideas in service delivery.

APPROVAL: I confirm this Job Description conveys a full and accurate description of the job and has been agreed with the post holder (where applicable).

SIGNED:

Line Manager (Name and Job Title)

DATE

HAY JOB DESCRIPTION

POSITION TITLE	Head of Adult Social Care		
LOCATION	County Hall, Exeter		
REPORTING TO	Strategic Director - People (DCS and DASS)		
POSITION NUMBER(S)			
EVALUATED GRADE	L3	DATE OF EVALUATION	21/05/15
DIRECTORATE/SECTION/SCHOOL	People		
EFFECTIVE DATE OF JD	TBC	JOB NUMBER	H.0285

JOB PURPOSE: Describe in **one or two** sentences the basic reason why the job exists

This strategic role has overall accountability for the operational delivery of adult social care on behalf of the Council, primarily through the functions of care management and operational commissioning, delivered in partnership with service users and carers, NHS commissioners and providers, care providers and the voluntary sector. The post holder will also:

- act as a deputy to the Strategic Director for People in her Director of Adult Social Services (DASS) role

Be responsible for the Council's remaining social care direct service provision and the operational aspects of its safeguarding adults function.

The service areas within direct responsibility are as follows:

- Adult Care Management: (delivered in integrated and dispersed teams across Devon and currently subject to partnership agreements with NHS provider organisations)
 - These teams provide multi-disciplinary assessments, ongoing care management and reviews of people with complex needs using a personalised approach, and directly or indirectly arrange social and health care services to meet peoples' needs.
 - These teams also provide the operational response to safeguarding alerts for individuals or whole services and this involves a range of activities including rapid reviews, changes in care provision and ultimately change of service provider if necessary (eg. Management of homes closure).
 - Learning Disability
 - Adult Mental Health (through assigned staff and functions to Devon Partnership Trust)
 - Older People including those with mental health problems
 - Physical and Sensory Disability
 - Long term conditions

- End of life care
- Care Direct Plus/ Single Points of Coordination
 - This is a specialist telephone based service provided from 3 centres which arranges assessment, case management and reviews for people with less complex needs. It includes a brokerage function which arranges care from a range of providers and a highly responsive hospital discharge function.
- Direct Service Provision
 - This refers to the remaining provision, following a major closure programme, and may be subject to further change.
 - Direct service provision currently comprises social care reablement, community enabling, day services, residential respite units (x 3 units) for people with learning disability, and residential centres of excellence (x 2 centres).
- Working with Service Providers
 - The post holder is accountable for a range of contract management functions, (eg. Community equipment, supported employment, meals on wheels). In addition the service works closely with Strategic Commissioning in interfacing with a wide variety of care providers across Devon to ensure high quality and value for money, eg. Residential and nursing home providers, supported housing providers, personal care providers etc.

The post holder will also be a member of the Devon Safeguarding Adults Board and, as such, contribute to the wider system across Devon.

The post holder will have responsibility to ensure that all the relevant statutory duties and legislative obligations are met.

In addition, the post holder will represent Devon at both national and regional meetings such as ADASS and DoH, representing the Strategic Director at key national, regional and Devon meetings with partners, professional organisations and within DCC.

The post holder will work collaboratively with the People Leadership Team and initially lead responsibility for:

Transitions (14-25 years)

Co-production of the development and delivery of the strategic commissioning agenda for adult social care

Lead responsibility in relation to specific change projects as agreed as part of the People 'Improving Peoples' Lives' programme.

The post holder will be the named DCC manager with CQC in relation to the Council's regulated direct service provision.

CONTEXT: *Please explain how the job fits into the organisation and how it relates to other functions, both internal and external, for example national initiatives.*

The Corporate Leadership Team and Heads of Service will work together as one entity, valuing and demonstrating strong leadership and developing a collaborative approach towards continuous improvement. Each Head of Service will hold individual accountability for the results and performance improvement of their own area, alongside joint ownership of all service areas in order to meet the needs of the citizens of Devon. There will be a shared understanding of the single council approach ensuring that public money is used in the most business-like way. The Heads of Service will provide strategic direction, clear evidence for decision making, robust performance management and enhanced relationships with elected Members.

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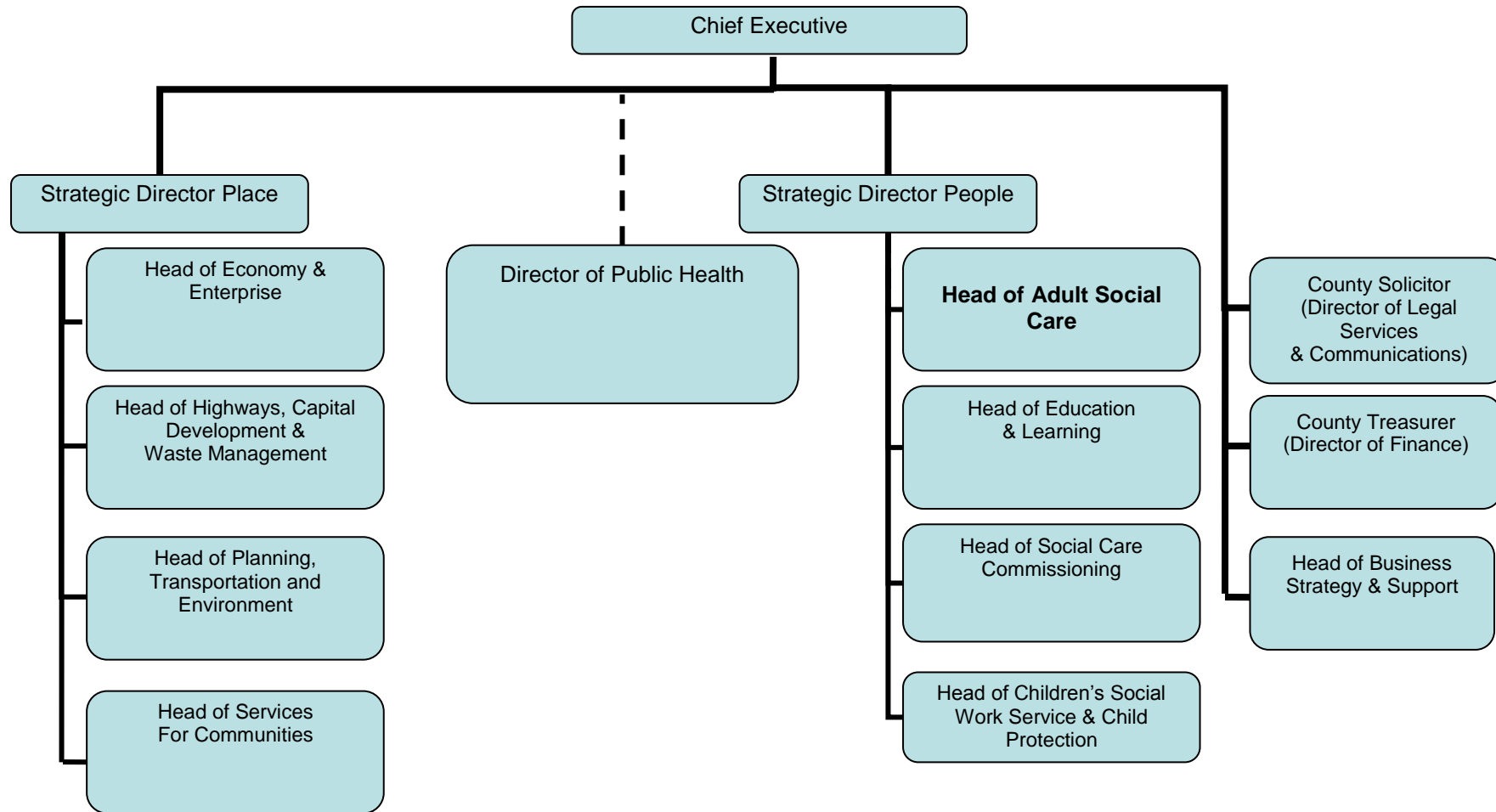
RESOURCES

Finance	<p><i>Annual budgetary amounts for which the job is either directly or indirectly concerned or has shared responsibility. Please specify whether direct/indirect/shared.</i></p> <p>2015/16 Budget</p> <p>Budget under Head of Service:</p> <table border="1" data-bbox="336 483 1054 943"> <thead> <tr> <th>Service</th> <th>£000</th> </tr> </thead> <tbody> <tr> <td>Older People & Disability Services</td> <td>87,898</td> </tr> <tr> <td>Learning Disability Services</td> <td>59,055</td> </tr> <tr> <td>Mental Health Services</td> <td>13,315</td> </tr> <tr> <td>DCC Managed Older People & Disability</td> <td>11,570</td> </tr> <tr> <td>DCC Managed Learning Disability</td> <td>5,236</td> </tr> <tr> <td>Safeguarding Adults Team</td> <td>1,359</td> </tr> <tr> <td>Total Adults Services (15/16)</td> <td>178,433</td> </tr> </tbody> </table>	Service	£000	Older People & Disability Services	87,898	Learning Disability Services	59,055	Mental Health Services	13,315	DCC Managed Older People & Disability	11,570	DCC Managed Learning Disability	5,236	Safeguarding Adults Team	1,359	Total Adults Services (15/16)	178,433
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Staff	<p><i>Number, job titles and grading of subordinate staff. Indicate which of these if any, the role will line manage.</i></p> <p>Detail of the numbers in each area needs to be provided:</p> <p>The post will directly line manage 5 Senior Management posts: 2 currently Devon County Council employed, Grade D4 & D5 3 Joint Posts, NHS employed, Band 8c.</p> <p>Total Staff: 1,119 FTE</p>																
Other	<p><i>Any other statistics directly relevant relating to the job. Explain how and why these statistics impact on the job.</i></p> <p>The primary interfaces are as follows:</p> <ul style="list-style-type: none"> • NHS x 4 (Devon Partnership Trust, Northern Devon Healthcare Trust, Southern Devon and Torbay Healthcare Trust and Plymouth Community Health) • Independent Sector Care and Support Services • Voluntary sector • Service users and carers • Clinical Commissioning Groups (x2) <p>The post holder is responsible for a large, complex system of operational adult social care activity:</p> <ul style="list-style-type: none"> ○ 22,729 assessments in 2013/14, and 24,077 in 2014/15 ○ 24,503 people supported in 2013/14, and 22,513 in 2014/15 ○ 13,691 reviews in 2013/14, and 10,464 in 2014/15 																

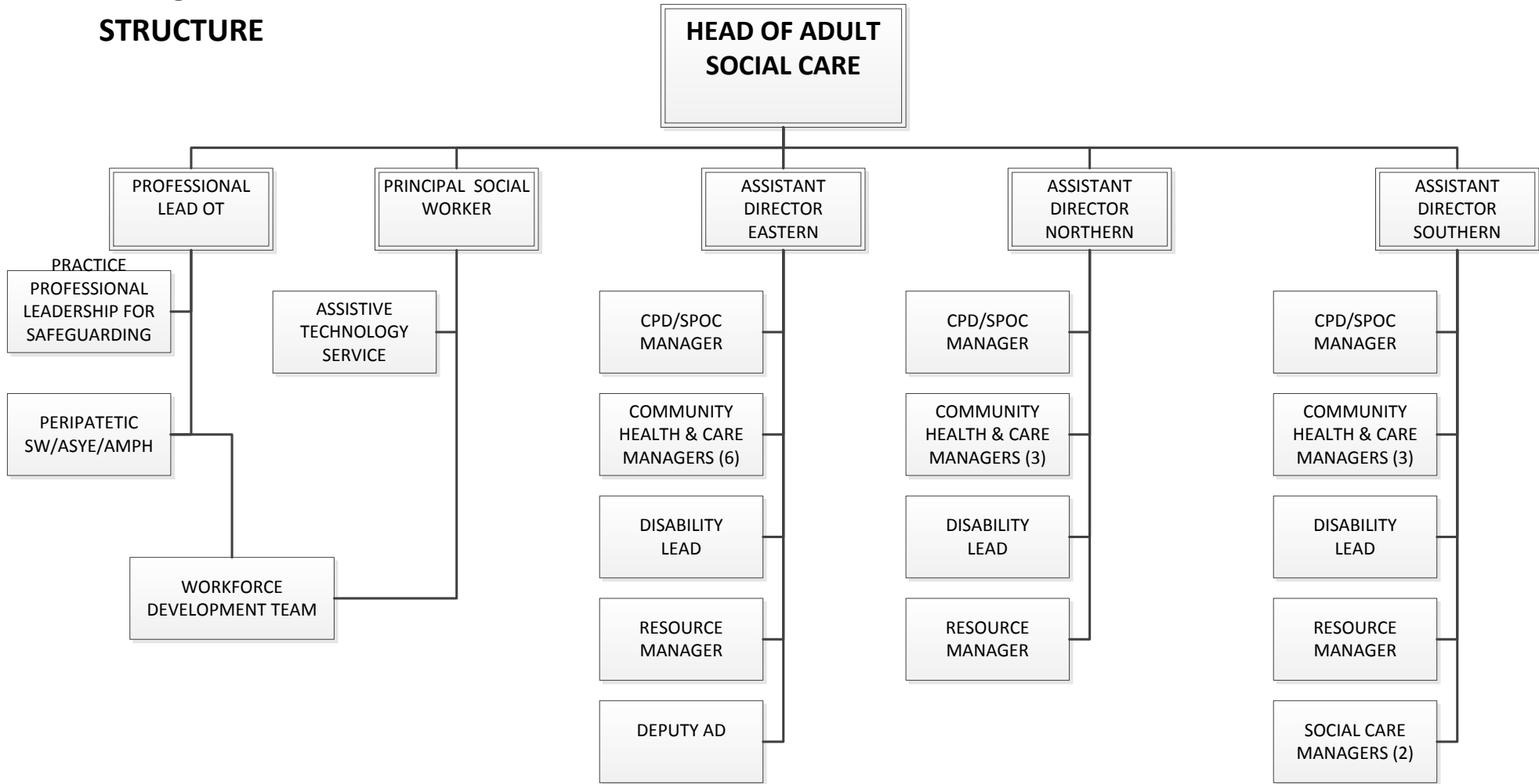
ORGANISATIONAL STRUCTURE

Draw an organisational chart here or attach as a separate sheet.

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ADULT SOCIAL CARE MANAGEMENT STRUCTURE



KEY ACCOUNTABILITIES: <i>list the principal accountabilities, and indicate the approximate % time spent on each. NOTE: There should typically be no more than 6-8 <u>principal</u> accountabilities for any job, and each accountability no more than 2 or 3 sentences long.</i>		%
1	To be accountable for the ongoing development and delivery of excellent care management services to include operational commissioning of services to meet peoples' care and support needs.	35
2	To deliver the budget, including financial savings requirements.	20
3.	To influence and co-produce strategic commissioning for adults social care and to ensure the operational commissioning of high quality safe services.	10
4.	To provide strategic leadership to the development of DCC's adult social care workforce.	10
5.	To work with the NHS (commissioners and providers) in relation to the integration of services for the benefit of the people of Devon.	10
6.	To contribute to the wider leadership agenda for People and deputise in the DASS role as agreed with the Strategic Director.	15

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- Substantial Head of Service level experience in this and related fields
- Relevant professional and managerial qualifications
- Awareness of and sensitivity to the political implications of professional and managerial decisions.
- Proven ability to work at a strategic level and understand and operate the 'bigger picture' without getting lost in detail, whilst able to pick out key factors and translate into actions.
- Demonstrable track record of successful financial management of significant budget.
- Excellent communication, advocacy, presentation, influencing and negotiating skills
- Experience working with a range of partners
- NHS or equivalent public sector organisation experience
- Understanding of key policy areas in adult social care and children's services
- Track record of delivery

**DEVON COUNTY COUNCIL
LEADERSHIP BEHAVIOURS - Heads of Service**

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Specific requirements for Heads of Service:

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- **Identify and address performance issues with their workforce raising improvement or changes that need to be made promptly and constructively**
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SIGNED:

Line Manager (Name and Job Title)

DATE