

The City of Cardiff Council **Recruitment Pack**

**Assistant Director -
Children's Services**





Dear Applicant,

Re: Assistant Director, Children's Services

Thank you for your interest in this exciting and challenging role.

This is a good time to be joining the Directorate since much has been achieved during the last 2 years to ensure that the Directorate is a strong position to deliver better outcomes for children in need and children looked after

Children's Services is a top priority for the Council, receiving strong support from the Cabinet and the Chief Executive. An effective and integrated programme of strategic improvement initiatives has made very good progress in stabilising the service and we are determined to maintain impetus. Among the strides we have made recently are a newly configured service in place to enable specialist focus on Looked After Children (LAC) and Children in Need(CiN) - staff are enthusiastic about the change; a newly launched traineeship scheme for LAC; a significantly strengthened Corporate Parenting Board; a newly merged regional Local Safeguarding Children Board (LSCB) ; the award to the Directorate of the hosting role for the new Welsh National Adoption Service; a newly re-branded and successful recruitment and retention strategy; a significantly improving recruitment position with improving morale; improving performance trend across a range of measures.

If successful, you will complete a newly formed, energetic and mutually supportive senior management team with a clear commitment to deliver on our high profile Improvement Plan. You will play a key role in ensuring the effective operation of the Directorate and on delivering the Improvement plan. For an ambitious senior manager there is much scope for you in this programme of work, including

- Embedding a commissioning-led approach to strategic development
- Rebalancing services in favour of prevention
- Establishing a MASH (on target for spring 2016)
- Implementing a ground breaking early help strategy
- Implementing restorative approaches and signs of safety in our model of social work
- Creating and designing new approaches and whole-systems services with other directorates
- Responding to the Welsh Government's Social Services and Well Being Act
- An emergent model of services for disabled children drawing on best practice pathfinders



About the Job....



We have an energetic and committed workforce, innovative programmes of development and aspirations to be everything that services in a capital city should be. We remain conscious however, that a step change is needed in terms of the pace of change and that at the same time, a stable and well supported workforce is key. We are also facing a context of sharply diminishing local government resources and we know that we need to ensure the sustainability of services that prioritise those at risk and those most in need. To do that effectively, we need to ensure that we intervene early and reduce the need for intensive and high cost services.

If these competing challenges don't sound like a familiar children's services picture then this is probably not the job for you. If they do and you are eager to meet the challenge, to bring energy and a willingness to work as part of an able and committed management team, I would be interested in hearing from you.

I am looking for a person who is focused on children, who values high professional standards and knows how to ensure that the quality of practice across a complex service continues to improve, who can in effect translate values and vision into practice and delivery. You will be a qualified social worker with substantial experience of managing statutory children's services. You will have the ability to manage a wide portfolio of responsibilities within a council environment and be able to work well with partners, with regulators and inspectors and with members and staff.

If you interested in this post and want to know more please contact Tony Young, Director of Social Services on 02920 873803.





Role Profile



Role Title: Assistant Director - Children's Services

Grade : Assistant Director Spot Salary

Primary Purpose of Role

To take lead responsibility for the successful and safe operation of a broad range of statutory and non-statutory children's service areas: to plan, commission, manage and co-ordinate people, financial and capital resources to ensure the effective delivery of agreed priorities, change programmes and high-quality day-to-day service for customers.

Key Accountabilities

- To lead strategic commissioning activity to ensure that all services are procured, developed and designed to meet identified needs cost effectively
- To promote high professional standards of practice and accountability within the workforce and ensure compliance with all relevant codes of conduct
- To ensure effective and robust processes for the audit of practice consistent with national and local learning and the key recommendations within relevant national enquiry reports.
- To promote a culture of critical enquiry, evidence based social work practice and learning across the workforce and in management practice
- To translate strategic commitments for the portfolio into an aligned framework of operational plans, and, subsequently, to oversee the execution, review and improvement of these plans
- To play the lead role in the delivery of change programmes and projects across the portfolio of services (working with partners where appropriate) ensuring that the desired outputs and outcomes are secured
- To effectively manage the people, financial and other resources of the portfolio – ensuring that they are aligned with corporate priorities and genuine customer need
- To ensure that Operational Managers understand and fulfil their budgetary accountabilities; guiding and supporting them to make tougher choices within a context of diminishing resources and changing service demand
- To facilitate and ensure the successful implementation of internal and/or external partnership arrangements
- To establish and apply effective individual and team performance management systems in order to monitor, assess and improve standards and the achievement of key performance indicators
- To lead, motivate and develop a team of Operational Managers (and wider management and staff group) – ensuring the highest levels of buy-in and execution of the Council's priorities and corporate objectives
- To ensure that operational managers and staff remain conscious of their safeguarding responsibilities at all times and that service delivery and social work interventions reflect high standards of safeguarding practice.
- To lead Operational Managers in the production of robust and meaningful business plans – providing clarity of purpose, emphasis and key deliverables for the portfolio of services
- To ensure that effective communication and engagement processes are in place to share new ideas, new ways of working and to provide insight to progress and achievements



Areas of Responsibility

- Children's Social Services
- Youth Justice

Types of Measures of Success

- Continually improving performance against key performance indicators for the portfolio
- Achievement of practice standards as measured by inspectorates and regulators
- Achievement of Corporate Priorities for the children's services portfolio
- Effective co-ordination of resources across the portfolio of services
- Effective budget control across the portfolio, with the delivery of required budget savings

When preparing your written application you will need to provide evidence only for the competencies identified with an asterisk. These are the essential competencies for your written application. In responding to each of the essential competency areas, you must provide examples which demonstrate how you have successfully delivered results of a size, scope and complexity comparable to the challenges faced by Cardiff Council. These and the remaining competencies will be assessed during the remaining stages of the recruitment process.

| Behavioural Competencies | Application Stage | Competency Level(s) |
|---|-------------------|---------------------|
| Putting Our Customers First | * | 5 |
| Getting Things Done | * | 4 |
| Taking Personal Responsibility | * | 4 |
| Seeking to Understand Others | * | 4 |
| Developing Potential | | 4 |
| Leading Change | * | 4 |
| Initiating Change and Improvement | | 4 |
| Organisational Awareness | | 4 |
| Partnering and Corporate Working | * | 4 |
| Communicating | | 4 |
| Analysing , Problem Solving and Decision Making | | 4 |
| Equality & Diversity | | 4 |
| Optimising Resources | * | 4 |
| Demonstrating Political Acumen | | 4 |



Contract



1. **CONTRACT**

This is a permanent appointment.

2. **CONDITIONS**

Conditions of service will be in accordance with the Joint Negotiating Committee for Chief Officers of Local Authorities as adopted by the County Council from time to time, plus any other conditions or regulations determined by the Council from time to time in consultation with the recognised trade unions.

3. **SALARY**

The inclusive salary for this post is £81,600 per annum. National pay awards in accordance with the JNC for Chief Officers of Local Authorities will be applied.

4. **PERFORMANCE APPRAISAL**

There will be an annual process of performance appraisal linked to the setting and achievement of the responsibilities and accountabilities of the job; and identifying any continuing personal development needs to maintain a high level of performance.

5. **ANNUAL LEAVE**

Annual leave will be 27 days for employees with less than 5 years continuous service, and 32 days for employees with more than 5 years continuous service. You will also be entitled to 8 bank holidays.

6. **HOURS OF WORK**

The job of Head of Service Performance and Partnerships cannot be satisfactorily undertaken within a fixed working week and some element of unsocial hours will be required for the proper performance of the responsibilities. The inclusive salary scale for the appointment reflects the need to work in addition to and outside normal office hours.

7. **SICK PAY**

Occupational Sick Pay Scheme will be in accordance with the JNC for Chief Officers' Conditions of Service.

8. **PENSION**

Local Government Pension Scheme. You will automatically be enrolled in to the Scheme unless you obtain an opting out form from the Pensions Section.

9. **POLITICAL RESTRICTION**

This post is politically restricted in accordance with the Local Government and Housing Act 1989 (as amended by Local Democracy, Economic Development and Construction Act 2009).

10. **CAR LOAN SCHEME**

You are eligible for a loan (which is not a taxable benefit) under the Council's scheme.



11. CAR MILEAGE ALLOWANCE

If you need to use your vehicle for business purposes you will be reimbursed at the HMRC mileage rate.

12. SMOKING

The Council has a no smoking policy.

13. FLEXIBILITY AND MOBILITY CLAUSE

As a term of your employment you may be required to undertake such other duties and/or times of work as may reasonably be required of you commensurate with your grade or general level of responsibility within the organisation, at your initial place of work or at or from any other of the Council's establishments.

14. SATISFACTORY MEDICAL REPORT

A satisfactory medical report is required from the Council's Medical Adviser on initial appointment to the Council.

15. NOTICE PERIODS

This will normally be three months in writing on either side but this can be changed by mutual agreement.

16. RESTRICTIONS ON RE-EMPLOYMENT

Certain restrictions apply after termination of employment. These relate to not divulging confidential information. Also within 12 months not taking up employment or providing services for reward to a body in the circumstances outlined in the conditions of service, without the consent of the Council which will not unreasonably be withheld. These provisions do not apply if the termination is as a result of redundancy or externalisation of work and a consequent transfer to a new employer.





