

## **Assistant Director (Children and Families)**

### **1. Purpose of the job**

- 1.1. To be responsible for the operational and strategic management of the services located within 'Children and Families'. These include: The 0 – 10 and 11+ social work teams (including Referral and Assessment and the Pathway Team), The Placement Team (including the Disabilities Team, Wenlock Terrace and the Glen), Quality Assurance (including IROs), the Educational Welfare Service, the Educational Psychology Service, the SEN admin team, the specialist disability teams providing support for children and young people in schools and the Youth Offending Team,
- 1.2. To ensure that the authority discharges all of its statutory and non statutory responsibilities for safeguarding children and young people,
- 1.3. To co-ordinate provision for the most vulnerable children and young people in York including those with learning difficulties and disabilities.

### **2. Main responsibilities**

- 2.1. To ensure that provision for children's social care in the authority meets the requirements of legislation and national standards and achieves positive and improving inspection reports from CSCI and Ofsted;
- 2.2. To ensure that provision for children and young people with Special Educational Needs meets all statutory requirements and provides the basis for rising standards of educational achievement;
- 2.3. To ensure that services are available for children in need including disabled children and young people so that their needs are assessed and met appropriately;
- 2.4. To be the nominated person for child protection within the directorate with direct responsibility for maintaining and reviewing child protection arrangements in the city and managing the work of the Safeguarding Unit;
- 2.5. To be the agency decision maker for adoption and the responsible person for all regulated services within the directorate (adoption, fostering and residential care provision);
- 2.6. To provide professional and technical advice to all service providers and support teams on safeguarding, child protection and provision for children with special educational needs;
- 2.7. To be responsible for the work of the Youth Offending Team and to support work aimed at reducing offending by young people in the city;
- 2.8. To develop and implement the Placement Strategy in the authority, ensuring that looked after children are placed in high quality residential and fostering placements where they will be safely cared for and can thrive;
- 2.9. To be responsible for the Inclusion Strategy, ensuring that schools and other services are able to meet the needs of all children and young people, including those that are specified in the DDA and in the Disability Equality Duty;
- 2.10. To be the champion for corporate activity on behalf of the most vulnerable children and families in the city;
- 2.11. To represent the local authority in discussions with key stakeholder groups such as YAFCA;
- 2.12. To be responsible for the performance management of the services specified in Section 4 (Organisation);
- 2.13. To be the authority's lead officer in relation to Multi Agency Public Protection arrangements (MAPPA);

- 2.14. To fulfil Chief Officers responsibilities under HR procedures including decision making regarding the employment of staff in Children and Families;
- 2.15. To set management objectives and targets within Children and Families and to allocate, manage and monitor resources to deliver agreed policies on time and to budget;
- 2.16. To be a member of the Departmental Management Team for *Learning, Culture and Children's Services*.

### **3. Knowledge, Skills and Experience**

#### *Essential Knowledge and Experience*

- A successful track record of achievement in Children's Services;
- Knowledge and understanding of Children's Social Care issues in a local government context;
- Knowledge and understanding of provision in schools for children and young people with Learning Difficulties and Disabilities (LDD);
- A degree level qualification and/or professional managerial qualification (such as DiPSW or equivalent);
- Substantial record of achievement in successfully managing change and large-scale projects;
- Significant experience of successfully motivating, managing, persuading and leading staff;
- Wide experience of successful inter-agency working and demonstrable success in developing effective collaborative working with a range of stakeholders to achieve objectives;
- Evidence of successfully developing and delivering strategy to meet business objectives and achieve planned results;
- Evidence of significantly improving service delivery;
- Evidence of successfully managing large and complex budgets.

#### *Skills*

- Highly effective leadership and motivational skills that develop and inspire others, promote high standards and collaborative working amongst internal and external stakeholders;
- Outstanding interpersonal, negotiating and commissioning skills;
- Excellent verbal and written communication skills that are persuasive, informative and effectively engage the interests of a wide range of audiences;
- IT skills and the ability to fully exploit access to modern computer technology;
- Highly developed skills in numeracy and budget management;
- Well developed strategic and operational management skills;
- Corporate and service planning skills that ensure effective resource management, service delivery, best value and continuous improvement;
- Analytical skills that contribute effectively to the identification of development and trends, prioritisation and problem solving.

#### *Competences*

- Knowledge and significant understanding of the legislative frameworks and key issues relevant to the provision of services by local government;
- The ability to think and act strategically at corporate and service levels, be creative and seek innovative solutions to problems;
- The ability to contribute directly and effectively to the successful management of change;

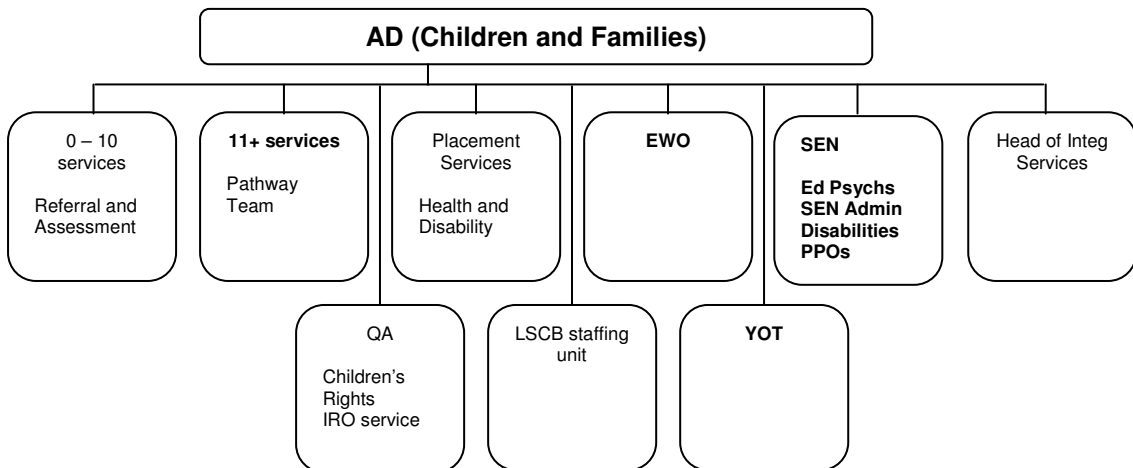
- The ability to analyse complex issues and rapidly present imaginative and practical solutions;
- The ability to recognise and respond to the needs of pupils, parents, customers and citizens, anticipate developments, plan ahead and exploit changes;
- The ability to establish and maintain purposeful commissioning, monitoring, review and evaluation processes;
- The ability to manage own time effectively, working under pressure to tight deadlines and taking responsibility for own professional judgement;
- The ability to chair high level meetings of senior staff on topics of a complex multi-agency nature;
- The ability to secure productive working relationships with elected Members.

*Attitude and Behaviour*

- Excellent inter-personal skills;
- A customer focused approach to service delivery;
- An open-minded approach to new opportunities and challenges;
- Commitment to seeking ways to continually improve service delivery and standards;
- Commitment to openness with stakeholders, securing equality of opportunity, tackling institutional and personal prejudices and promoting a positive and unprejudiced attitude towards all sections of the community;
- Awareness of how to achieve good industrial relations and evidence of experience in effective negotiations with staff and their representatives;
- Political awareness and sensitivity to the needs of elected Members and the local democratic process.

**4. Organisation**

The Assistant Director (Children and Families) will be responsible for managing all of the services identified in the organisation chart below:



This represents a number of changes in the span of responsibility of the Assistant Director (Children and Families) with effect from 1 March 2007. These are as follows:

- Responsibility for lead support of the Children’s Trust (YorOK) arrangements to be moved to the new *AD (Partnerships and Early Intervention)*
- The *AD (Children and Families)* to assume responsibility for the EWO service,
- SEN services, including the SEN admin team and the Parent Partnership Officers, to move to Children and Families,

- The newly created post of Head of Integrated Services to be established within *Children and Families* with a brief to establish improved multi-agency working particularly between the existing disability services for Children's Social Care, the Educational Psychology Service and the services providing support for particular disabilities (HI, VI, Ph and Autism) but also to potentially encompass services currently within the existing remit of partners.

The change in the scale and nature of responsibilities covered within the single service arm is significant.

## 5. Dimensions

### 5.1. Annual Budgets.

The figures below are for the financial year 2007 – 08

<b>Children and Families</b>	<b>£000's</b> Expenditure	<b>£000's</b> Income	<b>£000's</b> Total
Children's Social Care	10,684	900	<b>11,584</b>
Special Educational Needs	5,452	1,203	<b>6,655</b>
Educational Welfare Service	370	0	<b>370</b>
Local Safeguarding Children's Board	168	168	<b>336</b>
Youth Offending Team	933	687	<b>1,620</b>
Total	17,607	2,958	<b>20,565</b>

### 5.2. Staffing.

<b>Service</b>	<b>FTE</b>
0 – 10 Services	26.50
11+ Services	19.50
Placement Services (including The Glen and Wenlock Terrace)	79.12
Educational Welfare Service	8.90
SEN (EPs, Admin team and specialist SEN services)	30.40
Integrated Services	1
Quality assurance/Control	10.00
Local Safeguarding Children's Board	2.61
Youth Offending Team	2.00
Total	180.03

## 6. Contacts

- The post holder meets every week with the Director for a 1:1, and with other members of the DMT at a regular, scheduled meeting to agree the strategic direction of the Directorate and to make key decisions as agreed within the constitution and the scheme of delegation.
- The post holder meets and negotiates with individual headteachers, Chairs of Governors and key stakeholders in managing and resolving specific issues.
- The post holder convenes and manages meetings of key working groups and panels.

- 6.4. Internally, there are established mechanisms and expectations in place for contacts with all levels of staff within the organisation in structured and non structured settings.
- 6.5. There is also regular and close contact with the Chief Executive of the local authority, the Executive Member for Children's Services, Inspectors from CSCI/Ofsted, senior staff within the GO:Y&H, Senior staff including directors from other departments within the City Council.
- 6.6. The nature of the post requires close liaison with key partners at a senior level including the Director of Children's Services within the PCT for York and North Yorkshire, senior staff within the Acute Hospital Trust, the Chief Executive of the CVS and the directorate of National Voluntary Sector organisations, the Independent Chair of the Local Safeguarding Children's Board.

## **7. Decisions**

- 7.1. The post holder is required to take key decisions and act with minimal supervision. The post holder has extensive freedom to think, to work through diverse and complex issues and then to take appropriate action.

### *7.2. Strategic.*

The post carries lead responsibilities for:

- strategic decision making for children's social care and special educational needs
- responses to CSCI/OFSTED inspection reports
- DfES circulars and guidance and statutory requirements
- implementation and reporting on key national programmes

### *7.3. Operational.*

The post carries overarching responsibility for decisions made concerning children in need. This is specifically demonstrated through named decision-making responsibilities for:

- children in the care of the local authority to be rehabilitated and reside with their parent(s)
- children to be accepted as suitable for adoption
- approval of prospective adoptive parents
- mating of children to adoptive carers
- children to be freed for adoption
- commission investigation and respond to findings of stage 2 Children Act complaints.

### *7.4 Financial.*

The post carries responsibility for the management of the budget for *Children and Families* described at Section 5. Specifically the postholder has delegated authority as provided in the scheme of delegation.

### *7.5 Human Resources.*

The postholder carries responsibility for the workforce within *Children and Families* to:

- implement personnel policies for recruitment, disciplinary and training.
- alter the establishment of the service as provided in the scheme of delegation and subject to the approval of DMT
- approve additional leave entitlement
- approve relocation and car user payments within council policy

7.6 The consequences of ineffective working of the postholder would be to place the authority at risk of investigation and intervention by Ofsted, the Local Government Ombudsman, the SEN Tribunal, and the Office of the Data Controller. The DDA and Equalities legislation means that the authority can be challenged about service failure in areas that are the particular responsibility of the Assistant Director for Children and Families.