



Staffing Committee

Date: Tuesday, 12 November 2019
Time: 10.30 am
Venue: Committee Room 2, County Hall, Dorchester, DT1 1XJ

Chief Executive: Matt Prosser, South Walks House, South Walks Road, Dorchester, Dorset DT1 1UZ (Sat Nav DT1 1EE)

For more information about this agenda please telephone Fiona King 01305 224186 - fiona.king@dorsetcouncil.gov.uk

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1. **APPOINTMENT OF CORPORATE DIRECTOR FOR CARE AND PROTECTION**

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To consider a recommendation from a recent interview process to confirm the appointment of the Corporate Director for Care and Protection.

Please ask for:

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Job Profile	
Job Title	Corporate Director – Children’s Care and Protection
Reporting to	Executive Director of People - Children
Responsible for	Children - Care and Protection
Grade	Chief Officer

Dorset Council – New Council, New Culture

Dorset is transforming. The creation of two new 21st century councils will position Dorset to secure strategic advantage through the formation of this new unitary authority, which is a significant restructure in our Local Government. Our ambition is for Dorset to build momentum, to strengthen our voice regionally and nationally, and to reduce the cost of service delivery, creating sustainable public services.

This once in a lifetime opportunity presents the chance to not only streamline costs, but a chance for area-wide collaboration in order to transform and redefine public services for residents in Dorset. Benefits will be realised through greater coordination strategically and operationally across the areas of health and care, infrastructure, housing and education. Creating two new councils presents Dorset with the ability to demonstrate shared space leadership, optimising the link between Local Government boundaries and the county’s economic geography.

Our aspirations and ambitions are for Dorset Council to be a place where people want to live, visit, learn and work; a place of aspiration and prosperity where plans are made and ambitions are achieved, with an economy that really works for local people. We want to compete on an international stage, rivalling the iconic coastal economies of the world, while also promoting a healthy and exciting place for people to live independently, contributing together to the future of Dorset.

This is an exciting opportunity for Dorset to create a trailblazing approach in Local Government and the public sector. This is a new role in a new structure and will be subject to review and change over time.

Our Values

- Everyone is a leader
- We have ambition and capability
- We have resilience and courage
- We use commercial insight
- We are constantly learning and improving
- We will invest in developing our people and our communities
- Technology will be at the heart of delivering efficient services
- We are always one Team Dorset

Our Behaviours

There are four behaviours we expect every employee to demonstrate, regardless of who they are and what they do for the council. In how we work and communicate, whether internally or externally, we should be leading by example to encourage and inspire each other through these behaviours: **Responsibility, Respect, Recognition**. By embodying these behaviours we are able to work **Collaboratively** together as **One team**.

Full details can be found on the job website at ['Working for Dorset Council'](#)

Job Purpose:

Take a strategic and operational lead in the development and delivery of Dorset Council's Children's Care and Protection Service that delivers our ambition of 'fit for the future' services, ensuring that value for money and outstanding customer service is at the core of everything we do and supporting the Council's digital journey.

Developing an effective Children's Care and Protection function to provide professional, customer-focused services driving change and transformation across the spectrum of services including, safeguarding and services for children and families.

Working with the Directorate Leadership Team and Elected Members to contribute to the leadership, vision, transformation and strategic direction of the organisation, ensuring that services are robust to deliver corporate and service priorities and objectives making the most efficient use of resources.

Undertaking an active cross-cutting role in the Council working collaboratively to establish flexible and responsive ways of working in an inclusive, diverse and visionary culture of excellence.

Acting as a strategic change maker, shaping and growing a new 'fit for the future' organisation and translating the new Council's vision and strategy into action.

Accountabilities:

Corporate Accountabilities

- Preparing a strategic service plan to deliver corporate priorities and projects, improving service delivery and reducing net costs to the tax payer.
- Developing opportunities to secure new funding to support the organisation's long-term corporate priorities and objectives.
- Implementing a strategic digital agenda, ensuring modernised service delivery is supported by the use of technology to secure greater efficiency and to improve outcomes and access to services for customers.
- Creating effective political relationships with Members and supporting all aspects of the democratic process.
- Accountability for effective budget management and performance management for the service area.
- Leading and developing staff within the service area, providing clear direction and pace in accordance with the contents and spirit good management principles and our leadership framework.
- Advising, assisting and leading on the delivery of corporate projects and work programmes.
- Leading service reviews and transformational change initiatives in support of the Council's corporate plan and service plan.
- Acting as a strong ambassador for the Council, representing duties such as civic functions and emergency planning as and where required.
- Complying with the organisation's policies, financial regulations, code of conduct and constitution, demonstrating a commitment to good governance.

- Leading all aspects of risk management and health and safety standards, implementing appropriate risk management plans and ensuring regular reviews are undertaken.
- Being a named member of the Gold Emergency Planning rota, developing business continuity plans and emergency response procedures.
- Ensuring the organisation's commitment to equality of opportunity, valuing diversity and promoting equal access to services for the public, employees and members is achieved within a culture of fairness and respect.
- Observing the requirements of all relevant legislation, including equalities, freedom of information, data protection, public interest disclosures and bribery.

Role Specific Accountabilities

The Care & Protection Service is structured into four areas which collectively deliver the key objectives and outcomes. Safeguarding & Standards sits outside of the Care & Protection services delivery remit, however there is close working to providing independent scrutiny and support to service improvement.

The Care and Protection Service aims to:

- Deliver statutory Children's Social Work Services to families at tier three/four of the threshold
- Work with children, young people and their families who are considered Children in Need, and children subject to Protection Plans and, Looked After Children
- Deliver permanency outcomes for children and young people who are Looked After by Dorset
- Reduce the number of children and young people who are Looked After
- Deliver expert multi-professional complex assessments of the ability of birth parents to parent their children appropriately and keep them safe from harm
- Market, recruit and assess adopters and foster carers
- Provide adoption support to children, young people and families and post adoption support to adults

The service includes the following Teams:

- Family Partnership Zones (Early Help)
- Care & Support 0-12
- Care & Support 13-25
- Children Who Are Disabled
- Multi-Agency Safeguarding Hub (MASH)
- The Short -Term Assessment & Review (STAR) team
- Out of Hours (OOH) Service
- Family Focus
- Dorset Safeguarding & Children's Board
- Family Assessment Specialist Team (FAST)
- Business Support
- Looked After Children/ Care Leavers
- Single Front Door

Responsible for overseeing the implementation of relevant legislation, ensuring that practice is compliant with the aims of the legislation and delivers the local authority responsibilities.

Responsible for ensuring that learning and development opportunities are aligned with professional development requirements and act as the professional advisor on learning and development for the Directorate for all staff working on adult social care delivery or commissioning.

Responsible for providing strategic leadership for early help services for children and young people.

Responsible for ensuring that the Children's social care operational budgets are well managed, that national and local performance targets are achieved and where required mitigating actions are put in place to manage risks to delivery.

Responsible for the delivery of cost reduction plans as required and for the setting, planning, allocation and monitoring of delegated budgets to operational managers in line with the Council's scheme of financial management.

Responsible for building and maintaining productive Education and social care operational relationships and for leading on joint programmes of work for the Council, developing pathways and models of delivery to promote integrated customer outcomes working

Required to participate in the governance and partnership arrangements in place as part of developing an Accountable Care System

Where required, to deputise for the Executive Director of People - Children

The duties and responsibilities in this job are not restrictive and the post holder may be required to undertake other duties from time to time. Any such duties should not, however, substantially change the general character of the post.

This is a politically restricted post as required by the Local Government and Housing Act 1989.

Person Specification

As part of their application, candidates must provide relevant examples to evidence their knowledge, skills and experience against the following essential criteria:

Qualifications

- Qualified Social Worker
- Evidence of continuous management and professional and personal development
- Recognised relevant professional qualification or equivalent

Specialist Experience and Knowledge

- Proven financial acumen gleaned in environment of significant budget pressure and challenge
- Proven ability to create an energising environment which promotes and enables innovation and effective change to occur
- Proven ability and experience of working with national partners including Ofsted, and CQC
- Proven ability to utilise funding streams and to divert resources into services to benefit children and young people
- Significant experience in SEND Improvement and developing world class inclusive services and support to children and young people
- Significant experience at a senior level within Children's social care
- Extensive experience of robust safeguarding approaches and in working with the Education, Health, Police and other partnerships
- Proven experience of instilling trust and confidence with Board members, key stakeholders or elected Members
- Demonstrable strategic achievements in a complex environment of similar scale and scope in a public or private sector setting
- Track record of working in partnership to achieve outcomes for customers and the wider organisation
- Proven experience of successfully leading large-scale and complex transformation programmes
- Successful track record of leading financial and people resources at a senior level
- Ability to shape the culture, leadership and talent of an organisation
- Highly developed networking, influencing and communication skills that are articulate and persuasive in a variety of contexts

Practical and Intellectual Skills

- Ability to contribute to and articulate a vision of how the organisation should operate in future, uniting others to work together to realise that vision
- Ability to think creatively and innovatively in developing, recommending and leading strategic initiatives and policies to assist in the achievement of organisational goals
- Ability to provide inspirational leadership to support, motivate and enable a large and diverse group of people at all levels within the organisation
Able to demonstrate a commitment to providing effective and citizen-focused services to promote collaboration, innovation and flexibility, fostering a positive organisational culture in an ever-changing environment
- Ability to deliver successful outcomes through others using leadership and motivational skills, as well as directly inspiring and developing high performance in direct reports
- Demonstrates tenacity and professional courage to oversee the successful resolution of significant issues and projects
- Well-developed political sensitivity and an understanding (or ability to gain this understanding) of the political context, including devolved responsibilities and legislative differences
- Ability to lead the digital transformation of Care and Protection Services for children being comfortable using technology and digital solutions on a personal level, modelling the leadership required for a 21st Century Public Service and 21st Century elected Members

Personal Attributes

- Ability to engender trusting relationships between internal and external partners
- Politically insightful and the ability to manage national and local agendas
- Strategically astute; the ability to influence and leverage opportunities across the council to influence children social care for children and young people
- Highly ambitious and able to articulate a compelling vision for outstanding children social care services and support to children and young people
- Able to demonstrate mature emotional intelligence that engenders trust with stakeholders including parents
- Able to role model the corporate leadership values, including one team, one council
- Demonstrates a high degree of political awareness, sensitivity and commitment to working closely with all councillors, local organisations and communities
- Exceptional communication skills to be a credible and convincing advocate for the Council, relating to people at all levels both inside and outside the organisation
- Demonstrates an open, facilitative and persuasive manner with highly developed interpersonal skills
- Highly developed diplomatic skills, particularly in motivating, negotiating and persuading others, including partner organisations
- Professional credibility and self-awareness to build rapport, credibility, trust and confidence
- A proven ability to challenge others respectfully and constructively, driving colleagues' performance through coaching/mentoring skills
- Demonstrable flexibility in thinking and actions to help build an effective and efficient organisation
- Self-motivated with a strong sense of purpose and drive for achievement
- Consistently demonstrates resilience under pressure
- Personal commitment and evidence of achievement in the promotion of equality and diversity, both in service delivery and employment

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