



HILLINGDON

LONDON

JOB TITLE: Assistant Director – Care Provision Service

GRADE: Head of Service & Technical Specialist

POST NO: TBC

JOB TIER: 4

DBS CHECK: Enhanced

DIRECTORATE: Children’s Services

SERVICE: Safeguarding, QA and Residential

REPORTING STRUCTURE

Reports to: Director of Safeguarding QA and residential

Direct Reports: 10

Indirect Reports: Up to 120

ROLE PURPOSE:

To provide strategic and operational leadership of the Care Provision Service which includes but is not limited to Residential homes, Kinship, Adoption, Family Time, Fostering, Adoption, Staying Close, and commissioned services like MAPS. They ensure a high standard of care for our children and young people, promoting their welfare and safeguarding their interests.

- Devise and implement the strategic plan for Care Provision Service, while continually enhancing the self-assessment process, promoting a culture of continuous improvement, and ensuring alignment with the council's objectives, incorporating legislative requirements and best practices.
 - Oversee service performance and resources, including contract management and budget, to ensure best value, compliance, and achievement of key performance indicators.
 - Ensure statutory obligations relating to the service area and corporate policies & procedures are fulfilled.
 - Represent the Director of Safeguarding/Corporate Director at various forums, influencing policy and practice, and collaborating with diverse stakeholders to enhance outcomes for children and young people in our care.
 - Provide expert guidance to the Director of Safeguarding, elected members, and other Stakeholders/bodies
 - Lead the digital transformation in the service, embedding strategies for more efficient service delivery.
 - Steer the effective leadership and professional development of staff within the services, creating a positive culture that promotes Respect, Integrity, Honesty, Collaboration and Efficiency
 - Lead and strategically manage the recruitment, development and retention of staff through robust practice standards and recruitment methods, meaningful and effective support in a culture that is focussed on learning, collaboration and continuing development and innovation.
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RESPONSIBILITIES AND OUTCOMES

1. People Management:

- To be responsible for the selection, development and performance of the teams in the service in line with the Council's policies, professional standards and practice frameworks and regulations.
- Promote and encourage delivery of good practice and effective safeguarding
- To develop and maintain a culture of collective working for sustainable, innovative and cost-effective solutions across the service and wider council
- To ensure all team members receive the appropriate level of communication to maintain engagement with the Council's activities.
- To ensure that appraisals reflect the service plan, budget requirements and wider council objectives, providing strong leadership and foster a culture of continuous improvement, innovation, and high performance across the services.

2. Customer Management:

- Work collaboratively with partners, stakeholders, and families to develop strategies and plans that improve outcomes for children and young people in our care.
- Represent the council at local, regional, and national forums, influencing policy and practice developments in corporate parenting and fostering services.

3. Operational Service Delivery:

- Providing strategic leadership and senior operational management for a range of social care services as part of the Care Provision Service
- Deliver high quality services to children, their families and to carers ensuring that our children are safe and achieve their outcomes.
- Lead the development/transformation of services in a robust and safe manner and confidently managing and delivering change in line with the council operating models and developing policy and service landscape for Childrens Services
- Deliver continuous service improvement with a focus improved outcomes for Children and their families, whilst making most effective use of resources.
- Contribute to strategic commissioning in developing LA and external services, working in partnership with key agencies to ensure services are planned to minimise the risk of social exclusion to vulnerable children and young people.
- To provide strategic leadership to meet requirements of OFSTED, external and corporate readiness for inspection and peer review activity.
- To provide advice to the Directors on strategic and operational issues. To advise Cabinet and other elected members as required and attend Cabinet, Policy and Overview Committees and other political and governance meetings as appropriate.
- Ensure appropriate response to complaints and member enquiries within agreed timescales.
- Deputise for the Director at SMT, Cabinet as and when required.
- Assist the Director to inform and advise local and national Government, multi agency bodies, the media and the public on issues relating to the Service.
- Contribute to a range of interagency, regional and national strategic forums and review service delivery approaches and practice to effectively meet needs as defined above.
- To demonstrate professional and personal integrity through a problem-solving and constructive approach, including when working with others in children's services, with colleagues across the council, with partner organisations and with service users.
- To act as decision maker for Children's Services out of hours whilst supporting Out of Hours Service.
- To be part of the children's services SILVER response rota

4. Service Planning & Development:

- For the benefit of Hillingdon and with the agreement of the Director and the political leadership engage with West London Alliance, ADCS and related subgroups and other national and sub regional groups and organisations
- Develop, implement, and evaluate the strategic plan for Service, ensuring alignment with the overall strategic objectives of the council.
- Lead and oversee transformation strategies for the services, improving efficiency and service delivery.
- Ensure that all annual Team Plans, aligned to the Group/Service Plan(s), are developed, agreed and communicated to team members in a timely manner.

- Maintain a current service workforce plan including a succession plan for all key roles, aligned to an integrated workforce strategy.
- To prepare and maintain as required a full range of qualitative, quantitative and financial information, with analysis, to inform service development and internal and external partners.
- To ensure staff are equipped to deliver through effective recruitment, line management, skills audits, learning and development programmes and the fostering of a supportive working environment.

5. Financial & Resource Management:

- To take responsibility for the effective management of the allocated budget and assets of the service. This involves overseeing expenditure, aligning resource allocation with strategic decisions, and ensuring cost-effectiveness and value for money.
- To ensure all purchasing and procurement is conducted in line with the corporate guidelines with appropriate use of the Council's financial systems.
- To maintain systems which monitor related contracts and ensure timely action for replacement, renewal or termination
- To ensure that all workforce expenditure is compliant with corporate guidance and that any temporary resource is purchased through the Council's agency contracts.
- To ensure understanding of service financial requirements throughout the service and to engage in budget monitoring and planning as required.

6. Continuous Improvement:

- Drive a culture of continuous improvement and innovation across the service, utilising evidence-based practices and data-driven decision making to enhance service quality and outcomes.
- Create an inclusive culture in the service where all colleagues participate and are included, providing support and challenge in a constructive and proportionate way.
- Implement continuous monitoring of team, individual performance and productivity and budget management to ensure the delivery of any Service Level Agreements (SLA's) are maximised.
- Manage the implementation of improvement initiatives and change programmes using the Project Management and Service Improvement methodologies and approaches.
- Identify opportunities for enhanced efficiency and cost savings while ensuring adherence to financial laws and council regulations. Regular financial updates will be provided to the Director, demonstrating strategic alignment with spending decisions.

7. Contacts:

- Provide advice, guidance, and reports to the Director, elected members, and other bodies on issues related to all areas of the Service.

- High level contact with partners and other external bodies, including Ofsted, ADCS (and sub groups), West London Alliance (and sub groups) Health, Mental Health trust, Police, Probation Service, Home Office, DFE, Schools, Housing Associations CAF/CASS, Magistrates, Voluntary agencies and other local authorities

8. Additional Responsibilities

- Balance strategic leadership with a clear understanding of operational issues.
- Demonstrate adaptability in the face of adversity, with the ability to handle high-pressure situations and make tough decisions.
- Complete any other reasonable tasks in order to fulfil role purpose or as required by Senior management.

9. Key Performance Indicators

- Achievement of strategic objectives as outlined in the service plans and council plans.
- Delivery against allocated budgets and MTF saving targets/value for money.
- Compliance with statutory requirements.
- Improvement in outcomes for children, young people and carers supported by the service.
- Positive stakeholder and service user feedback.
- Success of digital transformation strategies within the services.
- Delivery against agreed Appraisal objectives

Person Specification

Assistant Director – First Response

This person specification will be used for recruitment to this post the basis of the application form, and candidates will be also assessed against aspects of this person specification at interview.

1. QUALIFICATIONS	ESSENTIAL	DESIRABLE
Diploma in Social Work, CQSW or equivalent social work qualification	✓	
Evidence of continuing professional development	✓	
A postgraduate qualification in Social Work or related discipline	✓	
Evidence of at least a level 5 management qualification	✓	
Current registration with Social Work England	✓	
2. STATUTORY or ROLE SPECIFIC REQUIREMENTS	ESSENTIAL	DESIRABLE
Ability to work flexibly to regularly attend meetings out of hours and outside the Council base, as and when required	✓	
3. EXPERIENCE	ESSENTIAL	DESIRABLE
Proven track record of post-qualification experience, including management experience and experience of supervising social workers.	✓	
Experience of strategically overseeing the provision of high quality services to children, young people and their families, including management of a large resource of budget and staff.	✓	
Proven track record of managing significant budgets within public sector organisations	✓	
Proven experience in managing fostering services or corporate parenting at a senior level		✓
Demonstrated experience of overseeing digital transformation strategies in service delivery	✓	
Demonstrable experience in driving transformational change, preferably within a local government context	✓	
Ability to manage and implement change effectively, with a proven track record in service improvement and innovation leading to positive outcomes	✓	
Resilience and ability to problem-solve under pressure, making tough decisions when necessary	✓	
Ability to navigate complex stakeholder relationships successfully, ensuring the service's best interests are advocated for	✓	

4. KNOWLEDGE & SKILLS	ESSENTIAL	DESIRABLE
Strong leadership and people management skills	✓	
Robust understanding of children's social care legislation, including the Children Act, Social Work Act, Fostering Regulations, and other relevant legislation	✓	
Understanding of contract management for commissioned services	✓	
Excellent communication skills, both written and verbal	✓	
Adept in strategic planning and executing service improvement strategies	✓	
Ability to build strong relationships and work collaboratively with partners and stakeholders	✓	
Proficient in data analysis and interpretation, able to use insights to inform decision making and service planning	✓	
Understanding of risk management and corporate governance in a public sector context	✓	
Demonstrable commitment to diversity issues in both service provision and employment practices and evidenced achievement of positive outcomes	✓	
Sound and demonstrable knowledge and understanding of relevant legislation in relation to children's services, including Asylum seeking children and unaccompanied children (UASC)	✓	
5. COMPETENCES	ESSENTIAL	DESIRABLE
<p>RESIDENTS AND COMMUNITY FOCUS</p> <p>Passionate about Hillingdon and 'Putting Our Residents First'. Knowledgeable about the Borough. Promotes excellent customer service. Implements effective ways to monitor, evaluate and improve service delivery and resident satisfaction.</p> <p>Builds pride in what we do and promotes the Council's successes. Uses Council's successes to instil purpose in others while celebrating achievements and acknowledging contributions of others.</p> <p>Builds credibility & works effectively with Cabinet & Members. Displays strong political acumen and takes a 'One-Council' perspective. Produces high quality reports and briefings for Cabinet & members.</p>	✓	
<p>ACCOUNTABILITY AND DELIVERY</p> <p>Holds self and others accountable for performance. Applies systematic approach to managing, monitoring & evaluating</p>	✓	

<p>service performance. Stays focused and meets deadlines. Does not procrastinate when addressing poor performance.</p> <p>Ensure finances and resources are effectively managed across own area of responsibility. Demonstrates commerciality and constantly challenges own areas to identify savings opportunities.</p> <p>Implements, monitors and evaluates partnership agreements and builds effective networks. Promotes cross-council collaboration by identifying key relationships and connecting others</p>		
<p>INSPIRATIONAL LEADERSHIP</p> <p>Contextualises vision to provide clarity of objectives for own service. Translates vision into operational service plans and ensures that these are understood and meaningful to employees. Communicates effectively across all media.</p> <p>An authentic, emotionally intelligent leader. Role models integrity and Council values. Maintains visible leadership and builds trustful relationships at all levels.</p> <p>Develops Self & Others. Creates learning environment where personal & professional development is valued and encouraged. Ensures systematic approach to identifying areas for development. Ensures employees have appropriate knowledge & skills to succeed.</p>	✓	
<p>DRIVES CHANGE AND IMPROVEMENT</p> <p>Insightful, analytical thinker who identifies new opportunities and paradigms. Able to perceive trends and generate alternative approaches and solutions.</p> <p>Demonstrates good problem-solving and decision-making. Takes evidence-based and risk management approach and evaluates implications and consequences in reaching a solution.</p> <p>Ability to lead others through transformational change. Provides clear analysis and insight and able to articulate to wider audience.</p> <p>Understands and applies change leadership.</p>	✓	

The council has a set of values which guides us in our behaviours at work. All council employees must demonstrate as an essential requirement for the job. These are:-

Respect	We appreciate what makes us different and include everyone	<ul style="list-style-type: none"> • We recognise that we all have unique talents, skills and experiences. • We provide a professional service to our residents and colleagues and lead by example. • We celebrate diversity and ensure our working practices are inclusive.
Collaborative	We believe in the power of working together	<ul style="list-style-type: none"> • We work collaboratively as one council. • We promote creativity and innovation to improve outcomes for all. • We recognise the strength of sharing knowledge and experience.
Efficient	We deliver the best possible outcome by carefully managing our resources.	<ul style="list-style-type: none"> • We are empowered to deliver the most efficient outcome. • We harness new technology and tools to deliver our services efficiently. • We look after our finances and maximise value for money for residents.
Integrity	There is no gap between what we say and do.	<ul style="list-style-type: none"> • We choose what is right over what is easy. • We trust and support each other to get the job done. • We are responsible and accountable for our actions, both good and bad.
Open & Honest	We are transparent in the actions and decisions we take.	<ul style="list-style-type: none"> • We provide a safe space to have truthful discussions in a positive way. • We encourage constructive feedback without fear of judgement.

GUIDANCE NOTES

The job description is a broad list of responsibilities and outcomes. It is not a list of tasks.

Some grades are nationally prescribed, and the job evaluation scheme does not apply to these posts i.e. Soulbury, Youth and Community Workers and Teachers.

The person specification describes the skills, knowledge, qualifications and specific conditions required to undertake the role.

This person specification will be used for recruitment to the post. It will form the basis of the application form, and candidates will be also assessed against aspects of this person specification at interview.

Person specification criteria must be objective, relevant and measurable for applicants to be assessed on merit.

Asking for time-linked experience must be justifiable as it could be age discriminatory. The quality of the experience is often more relevant than the quantity.