

Role Title:	Head of Service – Care and Family Connections (including Fostering, Family time, Responsible Individual (CH))	Directorate:	Children’s Services	Version:	
Reports To:	Director/AD or equivalent /Senior Head	Grade:	12	Budget:	
Direct Reports:	Registered Manager – Children’s Homes – Fostering, Family Time, Edge of Care, Family Group Conference				

Role Purpose:	Key Accountabilities
<p>To develop the strategic direction of services within the council’s Care and Family Connections service for children, young people and families including Fostering, Kinship, Family Time, Edge of Care and Residential Children’s Homes and oversee the leadership and management, ensuring that we meet our regulatory requirements and the quality of the services provided to improve outcomes across services that provide for children we look after and support our fostering family.</p>	<ol style="list-style-type: none"> 1. Develop effective practice in response to the needs of children in care, care planning within the council and how our ‘in care’ services are required to support these. 2. Lead and manage the fostering and kinship services, children’s homes (including edge of care) and Family Time to ensure capacity and capability for compliance with statutory requirements and best practice standards. 3. Oversee the recruitment, assessment training and support of foster and kinship carers, and ensure all children in care receive high quality, stable and nurturing placements. 4. Have oversight of matching, admissions and discharges within the residential homes, liaising with internal and external partners in formulating joint plans for a focused approach to individual children living in the homes. 5. Deliver services to achieve the council strategy and agreed aims and objectives, including management and oversight of multi-agency teams. 6. Drive recruitment, induction, staff development and training, and manage the service workforce ensuring its capable of meeting the agreed objectives and statutory requirements within a culture of high achievement. 7. Develop partnership working with a range of key stakeholders ensuring cohesive approaches, generating efficiencies, and developing cost effective and good quality delivery models

Key Accountabilities:	Key Measures of Success:
<ol style="list-style-type: none"> 1. Develop effective practice in response to the needs of children in care, care planning within the council and how our ‘in care’ services are required to support these. 	<ul style="list-style-type: none"> - Strategic outcomes (SMART) - KPIs

<ul style="list-style-type: none"> -Undertake lead responsibility for fostering and kinship services, registered residential homes and support services for children and young people in care within the local authority area, ensuring that an integrated and evidence-based approach delivers improved outcomes for children and young people. -Develop strategic plans for in-house fostering capacity and improved placement outcomes for children, ensuring value-for-money marketing plans to recruit fostering and kinship carers. - Lead strategic reviews of models of intervention across children's homes, liaising with senior management, Children's Services teams, colleague Service Managers and key partners, to 'further develop' the service so that it better enables individual needs and organisational priorities. - Ensure the views, wishes and feelings of children, young people and their parents /carers are sought collaboratively and used to appropriately inform the development and performance of services. - Evaluate existing service provision taking account of feedback and broader external developments, to ensure innovative solutions are proposed to maximise service quality, efficiency and continuity. - Drive change and embed new ways of working to ensure high quality service delivery and value for money. 	<ul style="list-style-type: none"> - Qualitative/quantitative outcome measures
<p>2. Lead and manage the fostering and kinship services, children's homes (including edge of care) and Family Time to ensure capacity and capability for compliance with statutory requirements and best practice standards.</p> <ul style="list-style-type: none"> - Instil in service teams, an ethos of personal accountability in providing high-quality services and improving the lives of children and young people. - Ensure the best practice for Family Time is followed and arrangements follow the recommendations from the court and considers the child's wishes. - As the Responsible Individual, undertake regular visits to each home and conduct practice audits, including reviewing Regulation 44 reports, Registered Manager monthly reports, and chairing regular team meetings and training events. - Delegate front-line operational management to Team Managers, clearly defining roles and responsibilities - Develop and maintain a performance culture, taking account of national and local requirements and taking specific responsibility for performance targets for agreed indicators and effective complaints management. - Ensure that high quality supervision and development support for staff takes place in accordance with council policies in the service area to improve outcomes for children, young people and families. - Develop and ensure implementation of operational and service plans and policies, play a key role in long term plans to develop and implement new initiatives and operational systems. - Quality assure the work undertaken, systematically tracking and analysing information to improve service performance, learning from good practice and challenging poor practice. 	<ul style="list-style-type: none"> -
<p>3. Oversee the recruitment, assessment training and support of foster and kinship carers, and ensure all children in care receive high quality, stable and nurturing placements.</p>	<ul style="list-style-type: none"> - Oversee the recruitment, assessment training and support of foster and kinship carers, and ensure all children in care receive

	high quality, stable and nurturing placements.
<p>4. To have oversight of matching, admissions and discharges within the residential homes, liaising with internal and external partners in formulating joint plans for a focused approach to individual children living in the homes</p> <ul style="list-style-type: none"> - act on behalf of the organisation to ensure that residential children's homes meet relevant statutory and regulatory requirements, that the standard of care offered is in line with best practice, and that children are safeguarded and protected. - Work with a range of agencies and partners to develop services in line with government policies, and to promote and coordinate initiatives - Ensure individual care plans are developed, implemented and reviewed, so each young person has a tailored plan that addresses their care, education, social, emotional, cultural, therapeutic, and health needs - 	-
<p>4. Deliver services to achieve Council strategy and agreed aims and objectives including the management and oversight of multi-agency teams</p> <ul style="list-style-type: none"> - Contribute to the service strategy and embed agreed objectives into service area plans - Work with integrity, upholding and always modelling the values of the council - Deliver the service in line with agreed budgets, demonstrating continuous improvement and finding efficiencies - Ensure that service work programmes are well communicated, progressed, and completed on time - Ensure the service area operations are in line with legal and statutory guidance - Contribute to strategy, as the subject matter expert, translating strategic objectives into operational delivery plans - Manage risk in relation to service delivery ensuring safeguarding issues are addressed, and contribute to the corporate risk management framework - Collaborate to deliver critical interdependencies with other teams/functions to ensure alignment - Collaborate with peers, to identify areas of improvement and share relevant best practice and lesson learnt - Maintain effective relationships with elected members and key internal and external stakeholders to support collaborative planning, reporting and responding to scrutiny panels as required - Assessing the likely impact of operational changes on the delivery of the service area - Contributing to multi stakeholder planning and project forums 	<ul style="list-style-type: none"> - KPIs met or exceeded - Plans in place, progress and performance monitored and reported in line with organisational governance and timelines - Projects delivered on time and in budget - Risk register updated in line with organisational timelines - Key risks highlighted and mitigating controls in place - Positive feedback from members and colleagues
<p>5. Drive recruitment, induction, staff development and training, and manage the service workforce ensuring its capable of meeting the agreed objectives and statutory requirements</p> <ul style="list-style-type: none"> - Ensure the Registered Manager and staff are well supported, have the right resources, are motivated, managed, and could attain their full potential to meet current and future service area aims and objectives - Manage teams' performance, encouraging a culture of personal responsibility in the pro and take remedial action when required 	<ul style="list-style-type: none"> - Recruitment and retention within target measures - Team feedback related to working culture and development is positive - Development framework in place

<ul style="list-style-type: none"> - Request additional resourcing requirements to meet identified future demands; support the recruitment and onboarding activity - Identify the professional training and behavioural development needs, ensuring these are provided effectively and CPD is maintained across the service area - Fostering an inclusive culture within the teams and supporting colleague wellbeing 	<ul style="list-style-type: none"> - Annual strategic workforce plans in place for each service area, revisited and updated in line with changes
<p>6. Developing partnership working with a range of key stakeholders ensuring cohesive approaches, generating efficiencies, and developing cost effective and good quality delivery models</p> <ul style="list-style-type: none"> - Forge positive and beneficial relationships with partners (such as parents/carers, foster carers, schools, health services, police, voluntary organisations, and districts and boroughs) to ensure the integrated delivery of services. - Be the point of contact - Provide subject expert advice to the Executive, the CEO, the CLT and others on related professional areas as required - Work with all senior managers across the authority and relevant external agencies as required - Undertake appropriate consultation and engagement is undertaken with service users, local communities and the voluntary sector - Develop and maintain good working relationships with colleagues and key stakeholders to achieve service objectives. - Respond promptly to enquiries from the Director, Directorate Leadership Team, elected Members and senior officers from other Directorates and agencies. - Ensure timely and accurate advice is provided to Executive Members, Scrutiny Committees and other Members on all matters within service area 	<ul style="list-style-type: none"> - Progressive relationships in place and contracts effectively managed - Demonstrable significant engagement - Audit results are positive - Positive feedback from colleagues and members

Enablers to the Role (Skills, Knowledge, Experience)

<p>Skills</p> <ul style="list-style-type: none"> - Ability to devise service plans and programmes of work to deliver agreed aims and objectives - Leadership: able to coach, mentor and motivate a team, and other stakeholders as a subject matter expert (SME) - Relationship building and communication: able to influence, inform and engage multiple internal and external stakeholders, confident and able to stand up as a public ambassador - Change leadership: able to effectively plan and deliver aligned changes to the service - Negotiation and conflict resolution - Programme and project management: able to deliver multiple projects and report on outcomes - Data analysis: able to interpret complex data and information - Risk Management: able to assess risk and impact and determine appropriate controls - Decision making ability to adapt quickly to changing priorities and issues - Systems thinking ability to assess the impacts of changes/opportunities in the area of responsibility - Organisation and time management: able to meet multiple immovable deadlines - Deep understanding of relevant legislation and practice standards
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- Deep knowledge and awareness of broader contextual factors affecting national service delivery
- Ability to exercise a significant degree of interpretive and constructive thinking and evaluative judgement appropriately
- Extensive knowledge of the concepts of change management, project management and continuous improvement, and their practical application

Qualifications and Knowledge

- Graduate Qualification in a subject appropriate to the nature of the role
- Leadership and Management Qualification (CMI/ILM or similar) or significant practical experience of managing a team to achieve objectives
- Technical theoretical knowledge of service area
- A recognised qualification in health, social care or education

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Experience

- Wide experience in successful leading, motivating, coaching, mentoring and developing staff
- Significant experience of working across a complex social care landscape
- Previous experience of contributing to Ofsted inspections with a strong grasp of compliance activity and requirements
- Experience of managing a residential team or working as a Registered Manager with skills in risk management and crisis response
- Understanding and knowledge of fostering teams and regulations governing fostering, kinship and adoption.

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