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| <b>Role Title:</b>     | Head of Service – Family Help (Localities)         | <b>Directorate:</b> | Children's Services                  | <b>Version:</b> | February 2026 |
| <b>Reports To:</b>     | Assistant Director - Children's Services           | <b>Grade:</b>       | Level 12 – pending formal evaluation | <b>Budget:</b>  |               |
| <b>Direct Reports:</b> | Team Managers, Senior Social Worker, Social Worker |                     |                                      |                 |               |

| <b>Role Purpose:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>Key Accountabilities</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
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| <p><b>Lead, direct and manage locality-based services which promote the wellbeing and the protection of children's welfare which includes universal, early intervention services and community-based children's services whilst ensuring that statutory duties are discharged in line with legislation and best practice.</b></p> <p><b>Ensure services are offered to parents, carers, families and children with a clear focus on improving outcomes for children and young people and promoting an inclusive culture where all children/young people are supported to achieve their best.</b></p> <p><b>In addition to locality leadership, the postholder will take a portfolio lead across the directorate for a specific area of practice, acting as the professional and thematic lead for that area and providing strategic leadership, oversight and decision-making. Portfolio areas may include, for example, SEND, social work, education and inclusion, or early help.</b></p> | <ol style="list-style-type: none"> <li>1. Developing and implementing strategies and policies in own service area that support the overall achievement of the Children's Services vision and strategy, as well as ensuring all statutory responsibilities are fully discharged.</li> <li>2. Leading and managing own service area ensuring all practitioners can meet their service area objectives, statutory responsibilities and the Children's Services Practice Framework in delivering high quality services for children at all stages of their journey of Family Help.</li> <li>3. Ensure effective delivery of the local authority's statutory education responsibilities within the service area, including <b>promoting school attendance, reducing exclusions, ensuring children missing education are identified and supported, and contributing to inclusive practice across education settings.</b></li> <li>4. Lead a culture of high support, high challenge and high expectation to positively impact children and their families in the delivery of high quality, value for money services whilst ensuring effective budgetary and performance management &amp; contributing to the achievement of the council's overall aims, practices and policy objectives, including modelling the council's values and expected behaviours.</li> <li>5. Leading and delivering recruitment, induction, Practitioner development and training plans, ensuring that the service has an effective workforce capable of meeting its strategy, objectives and statutory requirements</li> <li>6. Developing partnership working with a range of organisations, and internal stakeholders, which ensures the most cost effective and good quality delivery models</li> </ol> |

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| <p>Responsible for the delivery of statutory duties included within the Children Act 1989 &amp; 2004, Children &amp; Families Act 2014, Education Act 1996 and subsequent legislation, Children &amp; Social Work Act 2017, Care Act 2014, and Working Together to Safeguard Children</p> <p>Responsible for safeguarding standards and quality assurance across the council. This includes responsibility for relevant education statutory duties, particularly in relation to school attendance, inclusion, children missing education, elective home education, and supporting the local authority's responsibilities for children with special educational needs and disabilities (SEND).</p> |    |
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| Key Accountabilities:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Key Measures of Success:                                                                                                                                                                                                                                                                                                                                 |
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| <ol style="list-style-type: none"> <li>1. <b>Developing and implementing strategies and policies for locality-based services and for a designated portfolio area of practice that support the overall achievement of the Children's Services vision, strategy, and improvement plan, as well as ensuring all statutory responsibilities are fully discharged</b></li> <li>2. Develop and deliver the strategic plan that drives forward the Family First practices to support children and families, ensures the council meets its statutory obligations in relation to the quality and range of its children's care delivery, including the provision of effective policy and procedures to safeguard children</li> </ol> <ul style="list-style-type: none"> <li>- Ensure the effective development and implementation of policies and procedures and that services are delivered in accordance with legislative requirements and council policies, this also includes multi-agency partners</li> </ul> | <ul style="list-style-type: none"> <li>- Children's support and safeguarding statutory duties are fully discharged</li> <li>- Children's support and safeguarding vision &amp; strategy is successfully delivered</li> <li>- Children's Improvement plan is successfully delivered</li> <li>- SEND Improvement plan is successfully delivered</li> </ul> |

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| <ul style="list-style-type: none"> <li>- Ensure that the procedures for service delivery within the service area are properly maintained, reviewed and revised in accordance with legislation, regulation and council policies and ensure that they are fully complied with</li> <li>- Ensure that practice and decision making, is in line with council policies, legislation and regulation</li> <li>- Develop business planning frameworks for the service area and proactively manage allocated budgets, secure levels of service and staffing resources match available funds. Utilise BI data to identify trends and take corrective action where appropriate</li> <li>- Prepare written and verbal reports relevant to the role, on any aspect of the Children's Services Directorate</li> <li>- Organise regular management meetings to ensure that targets, objectives, projects and agreed work programmes are well communicated and being progressed</li> <li>- Contribute to the strategic leadership of the Children's Services Directorate, acting as an active member of the Directorate Senior Leadership Team and taking directorate-wide professional leadership for a designated portfolio area of practice, including shaping strategy, policy, quality standards and decision-making in that area</li> <li>- Assist the Director and Assistant Director in managing Children's Services and managing the Directorate as a whole</li> <li>- Operate within legal, ethical and practice boundaries when working with families</li> </ul> | <ul style="list-style-type: none"> <li>- Children's &amp; families partnership priorities are achieved</li> <li>- Ofsted &amp; SEND rating of good or outstanding following inspection</li> <li>- Successful National Audit Office (NAO) audits</li> <li>- Practice audits demonstrate an increase in the extent of good practice and appropriate measures are put in place to address areas for practice improvement</li> <li>- Children, young people and their families feedback is listened to and acted upon results are positive</li> <li>- There are appropriate mechanisms in place to celebrate good practice including the recording of compliments</li> <li>- Learning from complaints is established and well embedded</li> <li>- Service KPI's are on the appropriate trajectory</li> <li>- Legislation is complied with</li> </ul> |
| <p><b>2. Leading and managing own service area ensuring all practitioners can meet their service area objectives, statutory responsibilities and the Children's Services Practice Framework in delivering high quality services for children at all stages of their journey of Family Help.</b></p> <ul style="list-style-type: none"> <li>- Lead and manage own service area in achieving the highest standards of practice with children, young people and their families ensuring that children are at the heart of service provision and development</li> <li>- Ensure effective management information systems and monitoring arrangements within the service area utilising dashboard and BI data</li> <li>- Ensure that the interventions of family help teams are child centred, effective and timely and to act accordingly where this is not the case</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <ul style="list-style-type: none"> <li>- Children's support and safeguarding statutory duties are fully discharged</li> <li>- Children's support and safeguarding vision &amp; strategy is successfully delivered</li> <li>- Children's Improvement plan is successfully delivered</li> <li>- SEND Improvement plan is successfully delivered</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |

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| <ul style="list-style-type: none"> <li>- Advise on and make decisions in respect of serious or highly complex cases requiring agreement by Assistant Director and Director taking appropriate advice from legal services as required</li> <li>- Always consider new and innovative ways of working, recognising and promoting the positive benefit of change to improve services and achieve goals</li> <li>- Work closely with the Principal Social Worker and the Head of QA and Practice Development to embed high quality practice standards in all areas of day-to-day work</li> <li>- Act as a role model, embedding the culture and value base across the service, ensuring that children and young people are at the heart of all the directorate does</li> <li>- Lead and contribute to strategies and actions which support the directorate to embed a professional and accountable culture which ensures children and young people are at the heart of all the directorate does</li> <li>- Work with colleagues to ensure the directorate are proactively working to maintain resilience in practice</li> <li>- Due to the nature of this role, the post holder will be called upon 'out of hours' and cover duty on a rota basis to make key decisions regarding any emergencies or significant safeguarding problems</li> </ul> | <ul style="list-style-type: none"> <li>- Children's &amp; families partnership priorities are achieved</li> <li>- Ofsted &amp; SEND rating of good or outstanding following inspection</li> <li>- Successful National Audit Office (NAO) audits</li> <li>- Practice audits demonstrate an increase in the extent of good practice and appropriate measures are put in place to address areas for practice improvement</li> <li>- Children, young people and their families feedback is listened to and acted upon results are positive</li> <li>- There are appropriate mechanisms in place to celebrate good practice including the recording of compliments</li> <li>- Learning from complaints is established and well embedded</li> <li>- Service KPI's are on the appropriate trajectory</li> <li>- Legislation is complied with</li> </ul> |
| <p><b>3 Lead a culture of high support, high challenge and high expectation to positively impact children and their families in the delivery of high quality, value for money services whilst ensuring effective budgetary and performance management &amp; contributing to the achievement of the council's overall aims, practices and policy objectives, including modelling the council's values and expected behaviours.</b></p> <ul style="list-style-type: none"> <li>- Ensure consistent standards of social work and other interventions across the service, within the legislative framework, so that best practice is driven forward, in delivering an outstanding service for children, young people and their families</li> <li>- Ensure all team members hold safeguarding as a priority and manage risk accordingly</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <ul style="list-style-type: none"> <li>- Children's support and safeguarding statutory duties are fully discharged</li> <li>- Children's support and safeguarding vision &amp; strategy is successfully delivered</li> <li>- Children's Improvement plan is successfully delivered</li> <li>- SEND Improvement plan is successfully delivered</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |

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| <ul style="list-style-type: none"> <li>- Ensure a strengths-based approach to working with children and families grows and makes a real and sustainable difference</li> <li>- Ensure that all staff in service area work to national standards as set out in legislation and the Family First programme.</li> <li>- Promote a calendar of CPD events that are diverse, engaging, high quality and support the North Somerset Council Children's Services Practice Framework, Children Act 1989 &amp; 2004, Children &amp; Families Act 2014, Children &amp; Social Work Act 2017, Care Act 2014, and Working Together to Safeguard Children.</li> <li>- Promote genuine support and wellbeing for colleagues, including workload management, hours of work, administrative and ITC support</li> <li>- Make an effective contribution to the Directorate Senior Leadership Team, ensuring the effective strategic planning of services, performance and budget management</li> <li>- Direct and control the management of services and ensure sound financial management and monitoring of budgets including pooled budgets with health and forward budget preparations, and workforce development and training</li> <li>- Manage services within allocated budgets, securing levels of service and staffing resources that match available funds and taking early action to address any budget pressures</li> </ul> | <ul style="list-style-type: none"> <li>- Children's &amp; families partnership priorities are achieved</li> <li>- Ofsted &amp; SEND rating of good or outstanding following inspection</li> <li>- Successful National Audit Office (NAO) audits</li> <li>- Children, young people and their families survey feedback results are positive and on an upward trajectory</li> <li>- Forward budget preparation is completed to a high standard</li> <li>- Budgets not exceeded and services perceived as good value for money</li> <li>- Service KPI's are on the appropriate trajectory</li> <li>- Positive feedback from CLT</li> <li>- Positive feedback from elected members</li> </ul> |
| <p><b>4. Leading and delivering recruitment, induction, Practitioner development and training plans, ensuring that the service has an effective workforce capable of meeting its strategy, objectives and statutory requirements</b></p> <ul style="list-style-type: none"> <li>- Ensure that Team Managers, Social Workers are well supported, have the right resources, are motivated, managed, and developed to attain their full potential within agreed service area aims and objectives</li> <li>- Lead and manage a team where the performance and potential of people is maximised</li> <li>- Lead and manage development opportunities to cultivate high levels of engagement, performance and motivation</li> <li>- Identify resourcing requirements to meet existing and future demands; support the recruitment and onboarding activity</li> <li>- Identify professional training and behavioural development needs that support the achievement of the Children's Services strategy and vision, ensuring CPD is maintained and there is a comprehensive awareness of the statutory duties and responsibilities within the Children Act</li> </ul>                                                                                                                                                                                                                                                      | <ul style="list-style-type: none"> <li>- Employment legislation is complied with</li> <li>- New starter retention KPI's are achieved</li> <li>- Positive feedback from new starters</li> <li>- Positive feedback from all practitioners in staff survey</li> <li>- Number of days lost through sick leave are on a downward trajectory</li> </ul>                                                                                                                                                                                                                                                                                                                                        |

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| <p>1989 &amp; 2004, Children &amp; Families Act 2014, Children &amp; Social Work Act 2017, Care Act 2014, and Working Together to Safeguard Children</p> <ul style="list-style-type: none"> <li>- Regularly engage with service area all practitioners to understand what's getting in their way of doing a better job and develop plans to overcome/minimise them</li> <li>- Effectively implement appreciation, recognition, and consequence management</li> </ul> <p>Work in line with best practice HR throughout the colleague life cycle</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <ul style="list-style-type: none"> <li>- Practitioner turnover KPI is not exceeded and is on a downward trajectory</li> <li>Agency Practitioner usage KPI is not exceeded and is on a downward trajectory</li> </ul>                                                                                                                                                                                                                                                                                                          |
| <p><b>6. Developing partnership working with a range of organisations, and internal stakeholders, which ensures the most cost effective and good quality delivery models</b></p> <ul style="list-style-type: none"> <li>- Work with colleagues to ensure the directorate is proactively working to maintain resilience in practice</li> <li>- Develop, maintain and invest in relationships with community, partners and providers to ensure that the needs of children and families are met in locality, North Somerset, region and nationally</li> <li>- Work flexible hours as befits the needs of the service. This will include working outside of normal office hours, including evening and some weekend work</li> <li>- The position has a key role in developing and supporting strategic partnerships for children</li> <li>- Develop partnerships working with a range of organisations ensuring further integration of health and social care services and joint approaches which ensure most cost effective and good quality delivery models</li> <li>- Engage in significant contact with all senior managers across the authority and external agencies and respond promptly to enquiries from the Director and Assistant Director, Directorate Leadership Team, elected Members and senior officers from other Directorates and agencies</li> <li>- Develop good working contacts with Government agencies e.g. Ofsted, to ensure such agencies are kept informed of developments in North Somerset, and the directorate is prepared appropriately for inspection visits, etc.</li> <li>- Engage with other agencies e.g. health, private sector, voluntary sector, etc., and convene and chair liaison meetings and project management meetings as part of the local authorities' overall objectives and joint arrangements</li> <li>- Attend, where appropriate, convene and chair meetings and conferences. Participate in national, regional and local activities as appropriate, e.g. Ofsted</li> <li>- Develop and maintain good working relationships with other Directorates and other agencies to ensure appropriate consultation and agreements are made to support these strategies in support of the council's Corporate Plan priorities</li> </ul> | <ul style="list-style-type: none"> <li>-Positive feedback from internal stakeholders as measured in staff survey</li> <li>-Positive feedback reported from partners/agencies</li> <li>-Children, young people and their families feedback results are positive</li> <li>-There are appropriate mechanisms in place to celebrate good practice including the recording of compliments</li> <li>-Learning from complaints is established and well embedded</li> <li>-Service KPI's are on the appropriate trajectory</li> </ul> |

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| <ul style="list-style-type: none"> <li>- Ensure timely and accurate advice is provided to Executive Members, Scrutiny Committees and other Members on all matters within the postholders remit</li> <li>- Deputise for the Assistant Director as appropriate</li> <li>- Play a key role in working with our partners, within the organisation and externally, to ensure the directorate is at the forefront of best practice</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |  |
| <ul style="list-style-type: none"> <li>- <b>Enablers to the Role (Skills, Knowledge, Experience)</b></li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |  |
| <p><b>Skills</b></p> <ul style="list-style-type: none"> <li>• Ability to inspire colleagues and stakeholders to fully engage with the aims and the long-term vision.</li> <li>• Embed an inclusive culture of creating positive and supporting teams</li> <li>• Share expertise through coaching and mentoring to support teams to succeed</li> <li>• Use a range of quality assurance tools to drive high quality and efficient service delivery</li> <li>• Translate strategic priorities into clear outcome focused objectives for managers and teams, including within a designated directorate-wide portfolio area of practice</li> <li>• Management skills at an operational level including proven skills in managing staff, budgets and processes</li> <li>• Ability to communicate in a straightforward, honest and truthful way with consideration for the impact of the method used</li> <li>• Ability to communicate with conviction and clarity in the face of tough negotiations or challenges</li> <li>• Influence external partners, stakeholders and customers successfully securing mutually beneficial outcomes</li> <li>• Ability to establish and develop positive relationships with elected Members</li> <li>• Strong planning and organising skills and ability to multi-task</li> <li>• Excellent oral and written communication skills including presentations and report writing</li> <li>• Good IT and word processing skills and ability to use management information to assist planning of work and resource management</li> </ul> <p><b>Qualifications &amp; Knowledge</b></p> <ul style="list-style-type: none"> <li>• BA in Social Work or Diploma in Social Work, CQSW or CSS, or other equivalent professional qualification where there is not a business requirement for a social work qualification as recognised by Social Work England</li> <li>• Current registration with Social Work England where there is a business need.</li> <li>• Evidence of continuing professional development in the field of child &amp; family practice</li> <li>• Post Qualifying Child Care Award, Practice Briefing Award, CMS/DMS or equivalent management qualification, or MBA <i>desirable</i></li> <li>• Significant post qualification work experience at Head of Service level including practice teaching</li> <li>• Highly developed specialist knowledge and extensive experience of direct work in child protection and leadership of staff in childcare setting involving risk management, decision making and internal investigations</li> </ul> |  |

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| <ul style="list-style-type: none"> <li>• Thorough knowledge and understanding of current social policy, good practice and all relevant Children’s Services legislation, together with highly developed expertise in a designated area of practice such as SEND, social work, education, inclusion or early help. This includes The Every Child Matters agenda, Working Together to Safeguard Children 2015, the integrated children’s system, and the Standards for Employers of Social Workers in England</li> <li>•</li> </ul> <p><b>Experience</b></p> <ul style="list-style-type: none"> <li>• Experience in leading complex investigations, including strategy discussions, where multi agency information sharing, detailed analysis and robust planning has been required.</li> <li>• Able to demonstrate successful track record in developing effective multi-agency partnerships</li> <li>• Knowledge and experience of the framework of learning and development for qualifying and post qualifying social workers</li> <li>• Proven record of accomplishment in initiating new and improved ways of working, including providing strategic and professional leadership across a designated area of practice</li> <li>• Experience of successful working in partnership with children, young people and families</li> <li>• Satisfactory enhanced DBS disclosure certificate, relevant applications and checks will be carried out before and job offer is confirmed</li> </ul> <p>The post holder will need the personal resources to deal with these demands within a supportive management environment and to have the capacity to support others</p> <ul style="list-style-type: none"> <li>•</li> </ul> |
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**Vision - To make North Somerset a truly great place for children and young people to thrive; where all have the best possible life and opportunities, including those who are vulnerable, disadvantaged and/or have special educational or additional needs**