

Working together to shape
the great waterfront city

Director of Children, Families and Education

Salary up to £120,000 pa

Portsmouth City Council is committed to safeguarding and promoting the welfare of children, and young people, and expects all staff and volunteers to share this commitment. It is also committed to promoting quality education and childcare, and the best possible health services, across a City that works together to improve outcomes for children.

Why work in Portsmouth?

Portsmouth is an attractive waterfront city where you'll find excellent opportunities to develop your career. The city is a vibrant place offering a diverse population to work among, with an "inner city" feel, a seaside location packed with attractions, and the advantages of fantastic countryside on its doorstep. With fast road and rail links to London and Brighton, and ferry links to the Isle of Wight, France and Spain, it is the perfect place to live and work.

This role has the added advantage of leading on the local development of children's health services for the Portsmouth Clinical Commissioning Group and as part of integrated arrangements between the council and the Integrated Care System (ICS) for Hampshire and the Isle of Wight, through which Portsmouth staff contribute to development on the hospital footprint and Hampshire-wide as well as for the city.

The quality of relations with other key partners such as the Police and the voluntary sector plus of course schools, academies and MATs have been recognised in inspection and provide a strong platform for innovation in improving outcomes for children across the board. Over recent years partners across the city in the private and public sectors have come together to articulate a strong vision for the city in which support for young people is a key element.

The Challenge

Located between London and the continent, with a strong engineering history, Portsmouth is well placed to benefit from growth in the economy. The city's dynamic university and well developed FE & HE sectors are active partners, as are the voluntary sector and business community.

The city recognises that schools and the attainment of its children are central to its social and economic future and we want our schools and our children's attainment to be the best. Ofsted judge schools and academies overwhelmingly as good or outstanding but attainment outcomes need to improve. We are keen that our new DCS should build on

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our strong partnerships to help drive that improvement, maintaining and strengthening the commitment to inclusion recognised in our positive 2019 SEND inspection.

The pressures of the pandemic and its impact on the economy have affected families in Portsmouth as they have across the country; levels of deprivation in the city mean that the need for social care support is likely to continue to be significant. The changes to the organisation of NHS leadership and pressures as we emerge from the pandemic also offer both opportunities and challenges.

Who are we?

Portsmouth City Council is a unitary authority with 8,000 staff, providing services for more than 210,000 residents. We pride ourselves on our commitment to achieving positive outcomes for all children. We are a supportive team with a range of diverse skills, and we have a strong commitment to the continuing professional development of our staff. The ICS for Hampshire and the Isle of Wight is new, building on previous CCGs across Hampshire and incorporating Portsmouth CCG from April 2022 on current legislative plans. The ICS has a strong commitment to high quality healthcare for children and to both prevention and integration with other agencies.

Outcomes from inspection by Ofsted and through the JTAI process in recent years have been positive and there has been investment in innovation for example through family safeguarding and Mockingbird Family Model of care for our looked after children. The city is also one of ten areas of the country being studied as part of research commissioned by DFE on the role of councils in supporting local education systems. Portsmouth has been described as "punching above its weight" and its loyal, committed staff (including very low levels of agency staff) regularly go the extra mile to support vulnerable children, young people and families as well as possible. The commitment in recent years to the implementation of restorative practice both in our work with children and families and in our challenge and support for each other across the Directorate, council and partnership, is very important to us as a key guiding value.

If you would like to develop and extend yourself in this challenging but highly rewarding environment then this job is just what you're looking for.

What is the role?

Reporting to the Chief Executive you will be the statutory Director of Children's Services with responsibility within the local authority, under Section 18 of the Children Act 2004, for improving outcomes for children, local authority children's social care and education functions and local cooperation arrangements for children's services. Through the Chief Executive and his responsibilities for Portsmouth within the ICS you will also have a significant leadership role for children's health services working closely with the

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leadership team of the ICS. The council and the ICS are committed to deepening and broadening integration between health and care within the city and at whatever wider geography will best improve the health and well-being of our children and young people.

You will:

- Have professional responsibility for the strategic leadership and effectiveness of children's services in Portsmouth.
- Work with the Chief Executive, Leader of the Council and Lead Member for Children's Services to deliver the objectives of the statutory guidance.
- Plan and develop service delivery to contribute to the council's corporate priorities and to the priorities and recommendations of the Children's Trust Partnership. Lead in achieving defined objectives, uphold the values of the Directorate and contribute to the development of strategic and operational planning, and to service development, in line with legislation, policy and interagency arrangements.
- Contribute significantly to the leadership of the Portsmouth CCG, and from April 2022 the ICS, for children's health services, supported by an Assistant Director post with major NHS responsibilities.
- Work with other partner agencies to develop and implement joint approaches to meeting the needs of children across the city.
- Promote continuous and innovative improvement and value for money within the service.
- Ensure children's services deliver improved outcomes for all children and narrow the gap in outcomes between groups.
- Ensure performance management is embedded in the service.
- Promote equality of opportunity in relation to all the council's functions and services
- Advise and support councillors, in particular via the cabinet, committees and members forums
- Manage a complex budget and be prepared to lead service transformation and redesign in response to financial pressures.

Who is the person?

Someone who:

- Has a professional education or social care background or strong experience of working in the management and leadership of the sector.
- Has an understanding of the statutory frameworks that cover children and young people's services.
- Has an extensive record of achievement managing children's services at a senior level.
- Inspires trust and confidence in all partner agencies including school and academy leaders and governing bodies.
- Manages resources (people, finance and IT) to ensure front-line strategic and business planning objectives are achieved.

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- Demonstrates that effective negotiation and communication will be a key driver for their work.
- Is a leader who can sustain the motivation of staff, stakeholders and partners to find the solutions that are best for Portsmouth City Council and our service users.
- Has an understanding and commitment to equality and diversity issues.
- Has the appetite and skills to work collaboratively with partner agencies and through partnership boards such as the ICS, Health and Wellbeing Board, Portsmouth Safeguarding Children's Board and YOT Board to develop and implement joint approaches to meeting the needs to children and young people across the City.
- Has experience of working effectively in a political environment.
- Has experience of managing budgets in a challenging financial environment.
- Has experience of effective change management and service redesign.

Core Competencies

The Director will be required to meet the needs of their service and the core competencies detailed below:

Corporate Governance

- Provide Members and senior managers with advice and guidance on Corporate Governance and develop and consider with them available options for the delivery of the service.
- Be confident in the options available to enable and influence management across PCC and the ICS and where required guide on appropriate levels of intervention, new initiatives and structures.
- Work closely with colleagues to develop the council's resilience and health in corporate governance issues.
- Provide high standards of excellence in service delivery and performance management.
- Work effectively as a member of the management team across PCC and ICS as appropriate.

Strategic Thinking

- Be sensitive to political processes and priorities in a complex organisational setting
- Find new ways of addressing issues
- Identify opportunities to improve service delivery with desirable outcomes and reduced costs
- Communicate each idea clearly and persuasively

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Getting the best from people

- Act as an effective role model
- Adapt leadership style to meet the needs of different people, organisational cultures and situations
- Get to know individuals and their aspirations
- Identify and develop talent
- Give and expect frequent constructive feedback
- Demonstrate your ability to offer strategic guidance and support whilst allowing managers and staff the freedom and confidence to develop and deliver at an operational level.
- Provide both challenge and support and commit to working restoratively at all times

Giving purpose and direction

- Own the problems and challenges facing the service and work effectively alone and with others to solve those problems and challenges
- Focus on and ensure effective performance and budget management
- Provide positive change management support with a focus on solutions and alternatives and not problems
- Be clear about what needs to be achieved and how it should be communicated
- Involve people in deciding what has to be done - working with partners, customers and teams to create a strategic approach and relevant action plans
- Communicate a compelling view of the future – recognising the need to offer an ever changing response to the needs of the organisation
- Clarify strategic activity and organisational drivers and set clear short and long term objectives

Making a personal Impact

- Be visible and approachable to all
- Act with honesty and integrity
- Be valued for sound application of knowledge and expertise recognising the need for flexibility and innovation where appropriate
- Have presence and a positive impact when providing advice and guidance
- Challenge and in turn expect to be challenged and lead by example with a positive response to challenge
- Be a trusted confidante and adviser by always listening with the intention of understanding

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- Respect others so that you are trusted and able to influence and persuade people with confidence at all levels both within and external to the organisation

Learning and Improving

- Be aware of own strengths, weaknesses and motivations
- Build productive relationships with people across and outside the organisation
- Understand, value and incorporate different operational and planning perspectives into every aspect of the service and own activity
- Adapt quickly and flexibly to change

Focusing on Delivery

- Put customers first
- Organise the work to deliver to time, budget and agreed quality standards
- Seek continuous improvement in performance – and work with an ethos of right first time
- Make best use of diverse talents, technology and available resources to deliver results
- Be clear and tenacious about outcomes required whilst recognising the need to adapt the service to meet organisational demand

Empathy and Aptitude

- Demonstrate a record of empathy within the service areas covered and demonstrate an aptitude for the core competencies
- Understand and recognise the standards, expertise and requirements of the various professional areas you lead and manage and have the aptitude and ability to quickly develop the knowledge and skills needed to fully meet the breadth and depth of the job purpose
- Be able to clearly demonstrate how the combination of your leadership skills and personality combine to drive effective delivery of service

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Portsmouth's Children, Families and Education Directorate

Following staff consultation, the following five roles have been understood for a number of years as common to all staff working in the directorate.

- a) **Leaders** - of the Children's Trust by;
 - Understanding the needs of children and families
 - Ensuring multi-agency commitment to improving outcomes
 - Managing the Children's Trust Plan
 - Strategic and operational commissioning

- b) **Champions** - of children by;
 - Advocating on behalf of children and young people – especially those that are vulnerable
 - Promoting better outcomes for children
 - Challenging services when they are not delivering high quality, co-ordinated service delivery
 - Ensuring services provide value for money

- c) **Enabling** – of schools, community bodies and parents to;
 - Take greater responsibility for commissioning and delivering services. We are committed to co-production with children, young people and families at all levels from individual plans to strategy development.
 - Provide quality leadership of services, communities, partnerships and strategies

- d) **Influencing** - Children's Trust partners to;
 - a. Provide excellent services
 - b. Achievement of value for money
 - c. Ensuring services are integrated for children and families

- e) **Intervening** – when services and families cannot meet the needs of children;
 - Exercise our statutory functions
 - Broker effective support services to secure improvement