

Director – Early Help and School Readiness

Service	Reporting to	Location	Grade
Children's Services	Executive Director – Children's Services	Salford Civic Centre	Band C £91,966 – 107,293

About the role

- Strategically lead the development and implementation of Salford's early years, early help and integrated family help strategy, ensuring the provision and delivery of high quality school readiness and early years and early intervention and prevention services, including youth support services, across the city.
- Work with stakeholders, partners and agencies to develop fully integrated, multi-agency, locality/place based early years and early help focused services improving outcomes for children, young people and families.
- Work with the Place and Service Reform directorates and all stakeholders, partners and agencies to lead and further develop integrated locality based neighbourhood services that connect effectively on an all age basis
- Take overall strategic and operational responsibility for transforming and continually improving the early help offer for young people and families across Salford, connected to other neighbourhood services and specialist children's services as needed.
- Ensure the provision of a creative and flexible range of effective early help services and interventions which support self-reliant and resilient families in the city.
- Champion the voice and influence of children, young people and families, ensuring they are at the centre of the development and delivery of early help and prevention services.
- Work in partnership with the Director for Children's Social Care to ensure safeguarding arrangements within early help are robust.
- Works closely with elected members and senior leadership to ensure the effective delivery of services in line with the City Mayor's and City Council priorities.
- Lead a culture of learning & development that inspires employees and provides senior management support within the division, motivating and supporting all employees to attain the highest professional standards, skills, knowledge, attributes and competencies required to fulfil their duties.
- Provides strong leadership and clear direction to the division and other partners to achieve transformational change and co-ordinate the effective delivery of early help and prevention services.
- Provides visible, strategic leadership as part of the Leadership team within Children's Services, and embodies the City Council's Leadership Framework.
- Ensures effective people management across the division, encouraging a positive employee relations climate and active employee and trade union engagement.

- Ensures appropriate arrangements are in place for preparing and monitoring budgets and associated income for the division and adheres to the standing orders and financial arrangements of the Council.
- Through personal example, commitment and action develop an inclusive, supportive and constructive environment where everyone is treated with dignity and respect and diversity is valued in the workplace, in service delivery and communications.
- Undertake duties as part of the Emergency Planning and business continuity rota.

Key outcomes

- Develops effective approaches to ensure early years and early help interventions are integrated, strengths based and support a whole family approach.
- Leads the development of an integrated early intervention and prevention system around people, places and their needs.
- Leads the further development of our integrated place based model connecting teams of co-located professionals across public services and developing the 'one team' ethos focussed on people centred solutions in a place.
- Supports the implementation of digital transformation in early years and early help to deliver the most effective ways of working.
- Contributes to the setting, monitoring and meeting of service, cross service and corporate strategic intents, plus targets and objectives, to deliver effective, efficient and business focused strategic solutions, working in partnership with management teams.
- Leads a learning culture which inspires staff and provides senior management to employees within the Service Group, motivating and supporting them to attain the highest professional standards, skills, knowledge, attributes and competencies required to fulfil their duties.
- Leads, builds and manages positive, constructive productive relationships between the Division, its strategic partners, stakeholders, local communities and service users to enable the development of effective commissioning and implementation of seamless services built around the needs of children and young people.
- Working with partner agencies, develops and delivers services which effectively safeguard children, promote their welfare and support their families, with a clear focus on improving outcomes.
- Promotes strong, direct and effective communications and consultation within the Council and externally to ensure the Council's messages are conveyed in a timely, transparent and coherent manner; that appropriate systems and available technology are used to best effect, and that children and young peoples' views are heard.
- Ensures active engagement with children, young people and families, in order to promote a culture of learning and coproduction as services develop.
- Ensures that a range of accurate data sets and analysis are used as the basis for informed planning and dialogue with stakeholders and commissioned providers, and for determining appropriate actions to be taken by the Local Authority to best meet the needs of children and young people.

- Develops and maintains a workforce with the capacity and capability to deliver on the agenda for the division and develops a learning culture that promotes innovation and creativity in service transformation and delivery.
- Plans, monitors and reviews the service area budget, providing ongoing scrutiny to ensure that services are provided within budget and show value for money, and that all commissioned and grant funded budgets and other Local Authority budget areas are effectively managed.
- Puts effective performance management processes in place and routinely monitors them to secure continuous improvement in the services provided, and to address any issues that may affect service delivery.
- Produces an annual business plan so that divisional work programmes are aligned with the Council's political priorities and that resources are made available to deliver them.
- Builds effective networks at senior levels and uses these to lead and influence professional groups to secure cross-system change

What we need from you

- To model and demonstrate our values and leadership behaviours.
- Professional credibility and capability through proven experience, expert and specialist knowledge across early years, early help and prevention services.
- A proven track record of successful strategic leadership across early years and early help including multi-disciplinary teams.
- Successful experience of creating and maintaining effective and influential partnerships, working collaboratively at a senior level to develop and deliver better outcomes for children, young people and families.
- Knowledge and understanding of the GM Model for reforming public services and the outcomes it seeks to achieve.
- Experience of successfully leading and supporting transformation and culture change
- Experience in taking a 'whole system' approach and commitment to playing a key role in the development and implementation of the Greater Manchester Children's plan and the opportunities this brings for Salford.
- Skilled communicator who communicates with clarity, conviction and enthusiasm both verbally and in written reports and is able to demonstrate integrity, create rapport and build trust and confidence.
- Understand and works within the bigger picture and broader context and is able to translate overarching plans to a local setting.
- Having a high level of intellectual rigour, political awareness, negotiation and motivational skills, plus flexibility.
- Working to high standards, setting challenging goals that are focused on outcomes, not activities and drives for continuous improvement.
- Being open to learning and sharing your knowledge and skills with others; providing coaching and support to others to help them achieve their objectives and potential.
- Ability to translate complex ideas and information into meaningful and 'user-friendly' information; 'tells the story' to bring people along and ensure all audiences understand the key messages.

- Models and demonstrates the City Council's values and leadership behaviours, creating a shared purpose and positive permission culture that enables people to thrive through development, involvement and well-being.

Our leadership behaviours

Our leadership behaviours are aligned to our values:

- **Leading Self** – making sure we are role modelling our values and invested in our own development, demonstrating integrity and authenticity.
- **Leading People** – where we create high performing teams, and a culture that is inclusive, open and where everyone has a voice.
- **Leading Salford** – setting the vision and purpose, and connection to the city, empowering others around you to ensure residents are at the heart of what we do.

Leading Self, through our values you will:

- Be confident in your ability to lead and making decisions, even in uncomfortable situations.
- Have self-control and self-respect, priding yourself on how you behave and stay calm under pressure.
- Take a selfless approach in the role you play as a leader and ambassador, serving the people of Salford.
- Pride yourself on being honest and showing integrity.
- Lead with passion and energy to motivate everyone around you.
- Be motivated and driven to overcome any limitations you may face.
- Be self-reflective and be your authentic self.
- Stay curious and always want to learn.
- Be empathetic and reflect and be conscious of your own biases and respect other people's perspective, building strong relationships, understanding how your own behaviours impact on others.
- Be flexible in your approach, build a trusting relationship with teams by getting to know them.
- Communicate effectively, and listen to understand.
- Coach and empower teams to find solutions, using a strength-based approach.
- Take accountability to ensure decisions are made impartially and fairly within the organisation.
- Prioritise key pieces of work that will have the most impact.
- Make yourself visible and approachable and personable.
- Be responsible for your own wellbeing, and an advocate for work-life balance.

Leading People, through our values you will:

- Lead by example and champion personal and professional development.
- Celebrate hard work and successes.
- Be ambitious and motivated, engaging with people in a positive and enthusiastic way, creating meaningful relationships.

- Work with other services and partners to deliver the best outcomes for our residents, bringing the 'Spirit of Salford' to life.
- Inspire people and share a clear vision and purpose that connects with people.
- Create an inclusive environment where everyone feels they belong, are treated fairly and have a voice.
- Manage performance fairly by focusing on results and outcomes, by setting clear direction and clarity.
- Be honest, even when it means challenging and having difficult conversations, and approach these with compassion and understanding, managing people's expectations
- Listen to people's views and bring them on the journey. Co production is just 'how we do things.'
- Take ownership, trying to get it right first time or learn from my mistakes.
- Get to know #TeamSalford and bring them together regularly.

Leading Salford, through our values you will:

- Take pride in delivering our service outcomes for the people of Salford, putting residents' needs before your own interest.
- Act and take decisions in an open and transparent manner. Not withholding information unless there is a lawful reason too.
- Think creatively and innovatively about our service and the future, promoting digital solutions.
- Look for opportunities to save money and generate income.
- Embrace a positive mindset when it comes to challenges and when communicating.
- Care about making a difference and see change as a positive for your organisation, encouraging people to generate new ideas.
- Encourage diversity and inclusion to represent the needs of our city.
- Understand our political context and how this supports our teams, services, and delivery for our residents.
- Believe in collaborating with colleagues and partners, working together across the organisation and the city.
- Horizon scan for risk and opportunities, embracing change and transformation, looking at the bigger picture and strategic vision.
- Think strategically about our service and business plans, managing resources and budget as if it were my own money.
- Use an evidence-based approach when problem solving to make decisions based on data and insight available.

Our organisation's values

We have four values: Pride, Passion, People, Personal responsibility.

[Our four values](#) are central to the way we communicate about the council and the way in which we behave with colleagues, customers, and partners - so that we live and breathe our values each day.

Our values



Pride

Passion

People

Personal responsibility

Application guidance

We are a values-based organisation so reflecting our values or a values-based approach in your evidence will support your application.

The different sections of this role profile are there to give you an understanding of the purpose of the role. The 'what we need from you' section outlines the minimum criteria you will need to meet within your application.