

## Job description

<b>Job title:</b> Corporate Director of Children, Young People & Education (Statutory DCS & Calidcott Guardian)	<b>Service Area:</b> Children, Young People & Education	
<b>Directorate:</b> Children, Young People & Education	<b>Post Number</b> From Oracle	<b>Evaluation Number:</b> From JE system
<b>Grade: 5</b>	<b>Date issued:</b> July 2024 FINAL version	

### Business Plan and Council priorities

The [Mayor's business plan: 2022 to 2026](#) has five outcomes:

- The council balances its books, listens to residents and delivers good sustainable services.
- Croydon is a place of opportunity for business, earning and learning.
- Children and young people in Croydon have the chance to thrive, learn and fulfil their potential.
- Croydon is a cleaner, safer and healthier place, a borough we're proud to call home.
- People can lead healthier and independent lives for longer.

### Overall purpose of role

The **Corporate Director of Children, Young People & Education** will directly lead and manage a portfolio of children and young people's social care and education services, delivering services that improve the outcomes for children and young people, as laid out below in the accountabilities of this post.

As a member of the council's corporate management team, the **Corporate Director of Children, Young People & Education** will work collaboratively with other corporate directors and the chief executive to deliver the Mayor's Business Plan, Future Croydon – the transformation plan and a financially sustainable budget.

The **Corporate Director of Children, Young People & Education** will provide high quality professional advice to the Mayor and Cabinet, the Scrutiny and Overview Committee, the Health and Well-Being Board, the Croydon Safeguarding Partnership and any other external bodies on all matters related to children and young people's social care and education functions of the council.

**Reports to:** chief executive

**Status:** this post is equivalent in status to the Corporate Director posts of Resources, Adult Social Care & Health, Housing, Sustainable Communities, Regeneration & Economic Recovery and the Assistant Chief Executive.

**Responsible for:** the commissioning of children's social care and education services, procurement, contract management and placement brokerage, children's social care and safeguarding (child protection, NRPF, triage and MASH assessments, youth offending, looked after children, care experienced young people, fostering & adoption) education services (inclusion, achievement, special education needs, disabled children and young people's services up to 17, & school improvement), youth justice service.

**Job context:**

The post holder holds the statutory post of Director of Children's Services (DCS) in accordance with the Children's Act 2004.

This post holder is an office holder under the Safeguarding Vulnerable Groups Act 2006 and will be engaged in regulated activity by virtue of undertaking the role and will come within the scope of the Disclosure and Barring Service.

This post holder is designated as the Caldicott Guardian (Department of Health Local Authority Circular (2002)2) and will ensure that the personal information about those who use children's social services is used legally, ethically and appropriately, and that confidentiality is maintained. The Caldicott Guardian acts as "the conscience of the organisation" and ensures the impartiality and independence of their advice.

The postholder is required to observe and fulfill the seven principles of public life (also known as the Nolan Principles).

**1.1 Selflessness**

Holders of public office should act solely in terms of the public interest.

**1.2 Integrity**

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

**1.3 Objectivity**

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

**1.4 Accountability**

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

### **1.5 Openness**

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

### **1.6 Honesty**

Holders of public office should be truthful.

### **1.7 Leadership**

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

The post holder has line management responsibility for 3 direct reports, overall responsibility for all staff in the directorate and is accountable and responsible for all children and young people's social care and education services delivered.

The post holder is accountable for the children and young people's social care and education £98.2m budget and will deliver services and the savings and improvement projects within that budget envelope.

The post holder will ensure the financial probity and competence of financial management across children and young people's social care and education services and that effective arrangements are in place to meet legislative and statutory requirements in relation to financial management and internal control.

The post holder is jointly accountable with the corporate management team for the delivery of the council's equality strategy 2023-2027 and action plan and will personally lead elements of it and champion it overall.

The post holder will participate in the council's emergency arrangements as an on-call member and will fully participate in gold and silver arrangements as required, which may require chairing the formal council meetings.

The postholder is required to deputise for the chief executive in the role of London local authority gold at a borough level as required.

The post holder will ensure that all relevant health & safety legislation and the council's health & safety requirements are reasonably complied with.

The post holder will be required to operate within the delegations from the chief executive and head of paid service and as detailed in the council's scheme of delegation of the council's constitution.

The post holder will be required to work some evenings, weekends and occasional public holidays in order to meet service requirements and to ensure appropriate representation of the council with residents, the Leader and Cabinet, all elected Members and external bodies.

This is a politically restricted post under the Local Government and Housing Act 1989 and

the Local Government Officers (Political Restrictions) Regulations 1990. The individual holding this post cannot have any active political role.

Politically restricted employees are prohibited from:

- standing for office as local councillors, MPs, MEPs, Members of the Welsh Assembly or Members of the Scottish Parliament,
- canvassing on behalf of a political party or a person who is, or seeks to be, a candidate, and
- speaking to the public at large or publishing any written or artistic work that could give the impression of advocating support for a political party.

### **Accountabilities – Corporate Director of Children, Young People & Education**

To lead and manage the directorate, ensuring the provision of high quality, children and young people's social care and education services that focus on the needs of vulnerable children and young people, children and young people with disabilities and promote aspiration, the achievement of individual potential, a safe and happy childhood and adolescence, self-reliance and quality of life.

To be responsible for the delivery of and the performance of statutorily defined local authority functions relating to children and young people's social care and education services ensuring that effective systems and commissioning arrangements are in place for discharging these functions working with the voluntary sector and other providers as appropriate.

To ensure that the safeguarding of children and young people is a council priority, through effective performance monitoring and management within the directorate and through communication and engagement across the council and within multi agency arrangements and that there are clearly communicated and effective safeguarding arrangements to protect children and young people from harm.

The post holder will ensure the corporate parenting responsibilities for the council's looked after children and care leavers are fulfilled in accordance with the council's Corporate Parent Strategy and the Children and Social Work Act 2017.

To ensure the provision of high quality children and young people's mental health social care services and assure professional standards are fully maintained in processes and practice relating to deprivation of liberty safeguards and mental capacity assessments.

The post holder will work with the Corporate Director for Adult Social Care & Health to support the planning for and delivery of a seamless transition to adult social care services for disabled young people from the age of 17/18.

To be the responsible and accountable officer for the development of children's and young people's social care and education policy and strategies and the provision of professional advice on all matters relating to children's and young people's social care and education; advising the Executive Mayor and Cabinet, the Scrutiny and Overview Committee, all Members, the chief executive, the corporate management team and others to enable the discharge of functions in an effective and efficient way, and to display the highest standards of ethical governance.

To ensure that the requirements of legislation and relevant statutory obligations and guidance affecting children's and young people's social care and education are identified and implemented, including appropriate staff training.

To drive the continuous improvement of children and young people's social care services in accordance with the duty of best value.

To work in partnership with schools, children's centres and other partners to promote continuous improvement, raise educational attainment and secure collaboration across the family of Croydon schools.

To work closely with the Chief People Officer to ensure effective and focused children's social care workforce planning and development.

To ensure an effective commissioning, brokerage, and procurement function operates in the directorate alongside effective contract management which enables the most efficient and effective placements to be utilized.

To work closely with the Corporate Director of Housing to ensure appropriate early assessment of housing needs are undertaken for families and young people presenting as homeless and that there is sufficient housing provision for care experienced young people.

To ensure the Children Young, People and Education Directorate works collaboratively with the Housing Directorate to improve children's well-being including children of families who are not eligible for housing help or those who have been or are at risk of being found intentionally homeless.

To be the Corporate Lead on local authority responsibilities in relation to Youth Justice Services under the Crime and Disorder Act 1997.

To work closely with the Corporate Director Sustainable Communities, Regeneration and Economic Recovery to ensure collaborative and systemic working and innovation across all provision to dealing with community safety, domestic violence, tackling serious youth violence, child sexual exploitation, and youth offending. To work with statutory partners of the Safer Croydon Partnership on all matters relating to community safety, including the delivery of the Community Safety Strategy, the Youth Safety Delivery Plan, and the Violence Against Women & Girls Delivery Plan.

To act as the Corporate Lead in relation to Asylum Seekers and Displaced People.

To actively support and advocate the voice of children and young people at the heart of decision making.

To work with a range of partners at a strategic level contributing to the effectiveness of the Health and Wellbeing Board, the Croydon Safeguarding Children's Partnership and any other relevant bodies.

### **Accountabilities (all corporate directors and service directors)**

Tasks and accountabilities are intended to be a guide to the range and level of work expected of the post holder. This is not an exhaustive list of all tasks that may fall to the post holder and employees will be expected to carry out such other reasonable duties which may be required from time to time.

### **Strategy**

To take a "one Council" approach to deliver more effective outcomes and at all times avoid a silo-ed, single directorate or service area approach.

To actively seek out and learn from external good practice and bring those new ideas and ways of working into service development and delivery.

To ensure the council listens to and engages residents in the development of ideas, strategies and policies and that co-design and co-production approaches are implemented throughout the directorate.

To contribute fully to the development and implementation of all corporate strategies, the Mayor's Business Plan, Future Croydon – the Transformation plan and to act as a project or programme senior responsible owner to lead and ensure the implementation of specific corporate projects as required.

To actively promote the council's leadership framework and values to ensure they are delivered throughout the organisation.

### **Service quality**

To fulfil the best value duty requirements as established by the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which the directorate's functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

Through personal example, commitment and clear action, valuing and celebrating the diversity of Croydon's communities, ensuring an inclusive approach and equality of access and treatment in employment and service delivery.

To develop appropriate service quality measures, targets and outcomes for accountable assessment. To seek out more transparent accountability mechanisms for delivery in the directorate.

To maintain an up-to-date knowledge of relevant legislation as applicable to the directorate and to the overall council.

To build effective partnerships to harness public, private, voluntary sector and community resources that can help deliver the Mayor's Business Plan and Future Croydon – the transformation plan.

To be the council's (officer level) lead representative in a number of partnerships.

To work collaboratively with the trade unions to improve services and solve problems in a coherent and integrated manner.

### **Performance**

To lead and direct the services within the directorate in order to ensure that they deliver effective and efficient services, that they set and achieve high standards of performance, that they provide best value and that the overall budgets are managed and controlled within the funding envelope agreed.

To lead, direct and uphold the internal control system that safeguards the residents' interest in the appropriate use of council resources and ensure the system is respected and complied with by all staff in the directorate.

To comply with the requirements of the Council's constitution and the relevant officer and other codes of conduct and ensure through personal leadership that staff in the directorate are familiar with, understand and comply with the requirements also.

To ensure the effective management of data and security of information received and used within the directorate, to comply with the relevant legislation such as GDPR and the Freedom of Information Act, recognising that the council wishes to operate in the most open and transparent way.

### **Resource management**

To lead and direct an effective directorate management team.

To ensure that staff are informed, organised, performance managed, held to account and motivated to deliver high quality and cost effective services.

To uphold the mandatory financial regulations of the council and ensure that they are understood and complied with by the directorate's staff.

To plan and keep under review the services within the directorate to control the budgets within it, manage risk effectively and ensure accountability.

### **Leadership and Culture**

To lead within the directorate and across the council, the change that is needed in order to ensure that education and children's social care services play their full part in achieving the Mayor's Business Plan and Future Croydon – the transformation plan.

To act at all times in ways that create a fully inclusive workplace and operating culture, proactively seeking ways to ensure staff feel valued and that they all belong.

To seek ways to harness and fully develop the potential of staff working in the directorate and develop their talent.

To demonstrate through personal behaviour, active listening to staff and residents in ways that will help rebuild the relationship with the residents of Croydon and seeking out the resident voice to guide and advise the council in its' actions and decision making.

To model the behaviours required of all staff in terms of equality, ethical behaviour, empathy, effective governance, effective internal control, transparency, and openness.

### **Leadership Framework**

The council's leadership framework follows the principles of a competency framework and all staff are expected to demonstrate these.

**Developing Oneself** – You demonstrate the values every day, you are passionate about the services you lead and deliver the vision and outcomes of Croydon Council. You are inspirational and engage others through personal leadership making the vision understandable to everyone.

**Inspiring and Developing People** – You identify talent and develop their capability to ensure a committed and motivated workforce, you create a culture based on the corporate values and ensure staff and stakeholders deliver a desired outcome.

**Collaborating and Influencing for Results** – You are challenging and innovative in your approach to driving high standards and value for money, you trust and respect staff and partners and empower them to be courageous

# Corporate values

Our values are the base of every job role within Croydon – our values are fundamental in everything we do as a Local Authority. You are required to demonstrate a commitment to our corporate values:

**One Team:** To cross boundaries to work together towards shared goals with colleagues, partners and communities

- You are innovative in your approach to building and maintaining partnerships and you and your teams act in a joint enterprise with them. You use your contacts and colleagues to bring teams together.

**Proud to Serve:** We strive to always do our best for the community, getting the most from limited resources and using taxpayers' money wisely

- You are proud to be part of Croydon and the contribution you and your teams make to it. You make a difference to people's lives through engagement, and you strive to get the best possible value for money for customers.

**Honest and Open:** We work hard to build trust by treating everyone with honesty and integrity

- You think through who needs to understand what during communication; and take care to communicate detail clearly. You take people's views into account continuously. You trust people, colleagues and staff, to do their best and deal with any issues positively.

**Taking Responsibility:** We encourage and support each other to take responsibility and show what we can do, learning together and recognising each others' contributions

- You are clear where formal accountability lies and where we can all take responsibility for results. You praise your colleagues for their efforts and ideas and thank them for their contributions.

**Valuing Diversity:** We make the most of the many perspectives that make Croydon distinctive

- You treat all staff and customers with equal value and respect. In everything you do, you make good use of the wide variety of background, skills and perspective your teams, the Council and the community demonstrate.





# Person specification

## Specific Minimum Qualifications and Expertise

- Extensive senior management-level experience of successful service delivery of children's social care and education services and of successful delivery of transformation and improvement programmes within a complex and demanding environment.
- A successful track record of influencing, giving professional advice to and building effective and productive working relationships with senior managers and elected representatives, a variety of communities, partner organisations, private sector providers, public agencies and statutory authorities
- Extensive knowledge and experience of local government finance, budget setting, financial monitoring and closing the accounts.
- Knowledge of value for money and transformation principles to ensure the most cost effective outcomes are achieved within limited resources.
- Proven ability to lead a strategic team at and a record of success in building high performing teams, leading a diverse group of professional senior staff and securing high levels of engagement across the workforce.
- Track record of performance improvement and service innovation to deliver improved outcomes for children and young people.
- Outstanding interpersonal skills to relate effectively to the public, employees, Council Members and other stakeholders and command their respect, trust and confidence.
- The ability to understand, distill and present complex information to a variety of audiences in the form of oral and written communications.
- Role models' positive leadership and is visible in doing so, providing staff with a clear leadership, clarity of objectives and a clear sense of direction in line with the councils values.
- A persuasive and effective influencer, with the tenacity and initiative to operate effectively as a shrewd, creative and strategic thinker in this complex multi-disciplined organisation.
- The ability to move at pace and motivate others whilst anticipating and balancing risk.

- An enthusiastic and effective ambassador for Croydon Council with a strong commitment to improving its delivery of services to meet the needs of its diverse community.
- Proven track working of working in a senior leadership role, within children's social care and education, with excellent knowledge of theoretical practice and its application.