

Group Director of Children's Services

Department	Children, Young People, Education and Skills
Reports to	Director General for Children, Young People, Education and Skills

Job purpose

Support the Director General for Children, Young People, Education and Skills by ensuring children in Jersey have a great chance to succeed and fulfil their potential through directing, commissioning and delivering effective social care support, safeguarding and protection services in a diverse partnership environment.

To ensure the implementation of strategic and operational arrangements enable Children's Services to discharge its statutory functions effectively and secure improved outcomes. Establishing highly effective collaborative arrangements within Children's Services, with partner bodies and voluntary and community groups, the role holder will focus on achieving consistently good outcomes for children. This role is accountable for the overall performance of Children's Services in Jersey. Close working with the Group Director Education and Director Young People, Further Education, Skills and Learning will be essential to deliver a modern, flexible and successful service that meets the needs of children now and in the future.

Work collaboratively with colleagues and other education providers as part of Team Jersey on all education matters, and in relation to performance and delivery of the transformation strategy; encouraging a learning organisational culture focused upon improvement and high performance.

Job specific outcomes

Act as the lead on Child Protection, Looked After Children and other vulnerable children, young people and families. Support the engagement of staff at all levels in multi-agency safeguarding arrangements and processes to enhance the well-being of vulnerable children and ensure that effective community health and social care services are in place to promptly respond to, and secure the protection of, those at risk of, or subject to, abuse.

Implement a robust, future focused strategy through developing effective policies and operational models for discharging children's services functions, ensuring that all stakeholders of the service contribute to improving outcomes for children and young people and meet legal and statutory obligations. Taking account of current clinical practice and developments in professional and vocational care, both nationally and internationally. Lead and develop resultant commissioning arrangements to ensure that an appropriate range of services is developed, provided and delivered across all sectors of the community in respect to the assessed needs of the residents of Jersey.

Work closely with other lead members of the Children, Young People, Education and skills service to provide quality outcomes for children that reflect changing external requirements and needs.

Ensure a clear and unambiguous line of accountability for Children's Services, supported by high quality information and metrics, ensuring the exchange of information and views so they can fulfil their statutory responsibilities effectively.

Work in partnership with Director Education, head teachers, school governors and others to support the drive for high educational standards for all children and young people.

Lead the development and delivery of shared priorities, governance arrangements and performance standards with multi-agency partners to deliver citizen-focused, integrated services for children and families across the Island.

Actively support the development of effective Governance within the Children's Services Directorate, and directly contribute to the work of the Care Quality Group and, where appropriate, the Corporate Integrated Governance Board. In pursuing this ensure that effective systems are developed and maintained to monitor and evaluate the quality of the services provided, their benefit to individuals and their compliance with corporate policies. Ensure that the quality of environment and facilities available to all service users, patients and staff are maintained to a high standard and enhanced wherever practicable and appropriate. In consultation with appropriate colleagues, formulate and implement Quality Assurance programmes that define standards of care and service provision; ensuring that they are monitored and maintained on a continuing basis through clinical audit and governance.

Ensure the provision, development and maintenance of a highly motivated and appropriately skilled workforce. This should be reflected in effective human resource planning including succession management, recruitment, retention, learning and development and performance review. A participative framework should be maintained within the Directorate for appropriate staff involvement in the management and design of services and business plans. These requirements should be supported by the establishment of, and compliance with, codes of conduct and standards for the delivery of services which are in accordance with Children Services policies and relevant regulatory and professional registration requirements, resulting in appropriate standards of customer care.

Promote the identification and management of risk through the active use of registers and delivery of actions to mitigate risk. Ensure all complaints and issues concerning Children's Services, including staffing matters which fall within the Disciplinary Policy, are investigated and resolved within timescales and in consultation with appropriate parties, including Crown Officers, to demonstrate public accountability and integrity.

Develop and maintain a close working relationship with the Group Medical Director, consultant colleagues and functional managers in order to ensure maximum commitment, at the highest level, to the operational management of the Services. Ensure close liaison and co-operation with existing voluntary, community and faith organisations and, where appropriate, support the development of new third sector initiatives.

Ensure effective communication with staff, with service users, carers and key partners which in accordance with corporate policy, ensures appropriate consultation in planning decision making and review. In pursuing this, to develop and provide service information to promote public awareness of the range of services provided, and how they can be accessed.

Ensure an effective framework for the analysis and scrutiny of performance data and trend profiles against local and national standards to secure continuous improvement.

Statutory responsibilities

Active engagement, participation and compliance with any other statutory responsibilities applicable to the role, as amended from time to time.

This role is politically restricted. The job holder is not permitted to undertake political activity involving standing for election to the States or as a Parish Constable, or publicly supporting someone who is standing for election or playing a public part in any political manner.

Services

All Children's services / workforce planning, which include the following service areas:

- Looked after children
- Children social and care
- Children's special needs
- Fostering and adoption
- Children commissioner
- Safeguarding
- Family and Parenting services
- Early intervention
- Early years
- Community and school nursing
- Health visits
- Transition

The average service area is made up of multi-disciplinary teams including Doctors, Psychiatrist, Psychologists, allied health professionals, Social Workers, Nurses, support and admin staff.

Responsible for ensuring that children's services are integrated across the States of Jersey, for example to support a smooth transition from children's to adults' services.

Organisational structure

Office of the Chief Executive

Customer and Local Services

Children, Young
People, Education
and Skills

Health and
Community Services

Justice and
Home Affairs

States Treasurer
and Exchequer

Growth, Housing and
Island Environment

Strategic Policy,
Performance and
Population

Chief Operating Office

Core leadership accountabilities	
Ministerial relationships	Provide guidance and support to Ministers, translating their political visions and priorities into coherent initiatives that will deliver their intended outcomes
Finance and performance	Be responsible for significant delegated budget and resources ensuring that they are allocated effectively for the delivery of intended outcomes in a manner which demonstrates values for money and compliance with relevant policies and guidelines
Corporate parent	Be responsible for providing the best possible care and safeguarding of children and vulnerable adults in the Island, by creating collaborative, efficient, and joined up public services where children and vulnerable adults can flourish in a healthy, safe educational and social environment.
Customer and Islanders	Ensure that there is a clear and consistent focus across the organisation and its partners on delivering inclusive and an outstanding customer service experience to all customer and Islanders
People management	Provide strong and inspirational leadership, promoting a culture of high performance, continuous improvement, innovation. Be responsible for optimising workforce capability, ensuring fair and transparent approaches talent management and resourcing decisions that promotes diversity and inclusive. Develop workforce plans that ensure the capability and capacity required to meet current and future business requirements
Jersey Standard	To be responsible for creating the Jersey Standards. A performance and service excellence framework for the States of Jersey
Partnership	Develop effective internal and external partnerships and collaborative working to achieve the strategic vision of One island, one community, one government, one future. Act as a positive ambassador for the Island and the States of Jersey.
Governance, compliance and organisational reputation	Provide assurance that strategic decisions are being made in accordance with governance arrangements, relevant legislation with particular reference to Jersey Laws, statutory requirements and policy and operate within an acceptable level of risk. Lead by example and behave in accordance with the code of conduct, carrying out duties within profession good practice and legal standards.

Executive traits and behaviours	
Make the right impact	Inspires others, is visible, adaptive, authentic and engenders trust
See things through	Demonstrates courage, takes responsibility, is resilient and tenacious
Move at pace	Learns quickly, is curious, agile and innovative
Makes things happen	Thinks strategically, acts tactically, creates social value through commercial approach

Creating conditions for success	
Builds powerful relationships	Achieves through influence not control, promotes teamwork and partnership
Builds and sustains effective alliances	Forges dynamic alliances with others to provide world class services
Creates capability	Successfully leads team, realises potential, creating a learning environment where talent thrives
Creates a successful team Jersey culture	Works corporately to create cohesion, breaks down silos and achieves through common goals
Generates ambition	Sets the highest performance and ethical standards, hold people to account
Delivers transformation	Articulates a clear vision, wins hearts and minds and takes balanced risks

Person Specification [for recruitment only]

Specific to the role

An experienced professional senior manager with an extensive proven track record in the management of people and resources including strategic management and business planning of a multi-disciplinary workforce including clinical, professional, technical and support staff.

Demonstrable experience of quality frameworks and performance management, together with an in-depth understanding of professional cultures and their impact on the development of services.

Experience of managing risk and supporting vulnerable adults, children and families in the community.

Up to date knowledge and experience of planning, management and delivery of health and/or social care services.

Holds an appropriate and nationally recognised Health or Social Services related professional qualification to degree level, with significant post qualification experience in a relevant service area. In addition, senior management experience, preferably in a health and/or social services setting, is essential.

It is essential that the post holder has a good understanding and knowledge of relevant legislation and service developments.

An effective change manager, who should be able to quickly grasp those service design issues pertaining to modern community based Social Services.

Able to demonstrate dynamic leadership and strong inter-personal skills to command the respect and confidence of other health and social care professionals, executive directors, politicians and of the general public.

Generic to senior leaders

Demonstrate significant experience of working in a senior role in a political environment and evidence of the ability to challenge and negotiate with a wide range of stakeholders.

Demonstrate knowledge and understanding of the challenges that the States of Jersey faces, matched with an understanding of the policy and governance requirements for the department accountabilities within the role.

Demonstrate a proactive, credible and authoritative voice on behalf of the Island with evidence of successful lobbying of senior government figures and counterparts, and other influential stakeholders.

Ability to build and develop strategic relationships, influencing and negotiating with a wide range of stakeholders and partners to achieve outcomes.

Demonstrable track record of leading, motivating and managing teams to achieve high performing and significant sustainable service improvements and outstanding results, within agreed budgets to meet agreed targets and strategic objectives, within an organisation of a comparable scope and complexity.

Experience of developing and sustaining a culture that meets the needs of and engages with customers and staff within an inclusive, open and high-performing environment.

Demonstrable evidence of applying creative and business like approaches to managing demand for services to deliver cost effective and efficient outcomes.

Demonstrate the capability and capacity for critical thinking and ability to apply this insight in a practical and engaging manner.

Qualified to degree level or equivalent qualification or relevant experience.