

Leadership job family - Organisational Level 4

Job Title: Programme Lead – Childrens Social Care

Reports to: Director of Commissioning for Transformation

Directorate: Childrens, Families & Lifelong Learning

Service: Commissioning for Transformation

Grade: PS15

Date: 30 January 2024

Role Purpose

Responsible for the direction and delivery of the council's ambition to continue to transform and improve the quality-of-service delivery across our Early Help, Youth Service and Children social care teams.

Lead the design and delivery of change required by the strategy, through a combination of service delivery transformation and the facilitation of cross-system change.

Provide strategic and operational leadership across Children's services to ensure that children, young people, and their families receive the highest quality of provision through evidence based transformative practice.

Contribute to collective leadership of the council, working collaboratively across the organisation and with partners and stakeholders to support delivery of great services to residents.

Leadership Accountabilities

(The key results or outcomes for all roles at this level – do not amend this section)

Work collaboratively with senior colleagues to develop the council's strategic approach to service delivery and business improvement to deliver the council's priorities.

Lead a defined service, business or technical area, developing policy, operational plans and providing expert professional advice as appropriate, to meet quality and statutory requirements and to implement the strategic aims and objectives of the area they lead.

Provide professional leadership to the team/s and/or colleagues, strengthening skills and competence and fostering a strong culture of standards, performance, and accountability to deliver public value and efficiency.

Role model the council's behaviours and leadership expectations, and ensure that all approaches and outcomes are consistent with organisational and public service values.

Champion and manage transformational change and embed new ways of working to ensure high quality service delivery and value for money.

Work collaboratively internally and externally to ensure that issues are effectively managed and foster partnership working to promote sustainable service improvements and generate efficiencies.

Maintain effective budgetary control, while ensuring legal, regulatory and policy compliance within area of responsibility and that effective systems operate to manage performance and risk.

Work inclusively with a diverse range of stakeholders and provide leadership on equality issues to promote equality of opportunity.

Specific Role Accountabilities

(The specific key results or outcomes the job holder needs to achieve to meet the role purpose)

- Work in a collaborative manner across all aspects of Early Help and statutory social work with the current leadership team linking and liaising closely with the Assistant Directors to ensure that continuous improvement is owned by the service and is embedded and sustained to provide consistent and improved outcomes for children, young people and their families across Surrey.
- Understand the current projects, developments and co-dependency's that are already in place and ensure this work builds upon and connects across the internal systems and externally with the key partner organisations.
- Build an owned, understood, and prioritised programme of change that will deliver the strategy, supported by implementation plans and financial and demand trajectories.
- Shape the programme alongside the work of our external commissioned experts to enable SCC to unlock resources and increase impact through early intervention and prevention, including through creating a shift in partner behaviours.
- Engage frontline staff through a collaborative approach of quality assuring existing plans, idea generation, intervention design and delivery of change in a manner that develops capabilities and creates sustainability of improved impact and outcomes.
- Fast-track an approach to drive greater value from placements, triangulating needs with cost and outcomes.

- Scope and drive the relevant decisions for the next wave of change to commence immediately following the analytics provided by external organisations.

Programme Leadership and Expertise

- To provide programme management expertise to ensure the programme's successful delivery, including management of transition states, development of project and milestone plans, effective management of risks and interdependencies, and efficient budget management.
- To provide strong, visible leadership of the programme and engage with staff to facilitate the generation of ideas and delivery of new ways of working to support the achievement of agreed outcomes.
- To obtain the buy-in of senior officers, Members, and partners by providing advice, knowledge and expertise to the leadership team, political leadership of the council and stakeholders in the form of effective reporting and representation at internal programme governance boards.
- To drive effective collaboration across the system with Members and partners, and lead engagement strategies with stakeholders to gain their support for the programme.
- To determine the most cost-effective use and deployment of resources to achieve the required objectives, ensuring compliance with statutory and financial obligations.
- To ensure that health and safety is fully considered in policy development and resource planning and that health and safety strategies are monitored and reviewed across the service area in accordance with the County Councils Health, Safety and Welfare Policy Statement.
- To work inclusively with a diverse range of stakeholders while supporting the principle of equality of opportunity.

Key Service/Functional Accountabilities

- To develop and implement a strategic programme for continued improvements across the Early Help and statutory social work services.
- To ensure the dependencies, risks and issues are identified and managed effectively.
- To work directly with executive and service directors to challenge the status quo and maximise the positive impact of the required continuous improvements.

- To develop effective working relationships with partner organisations to ensure there is clarity on the way we work together, and service delivery is focused upon impact and outcomes for children and young people living in Surrey.
- To co-ordinate delivery resources and activities in line with the strategy and plan.
- To develop and nurture strong, positive relationships with key stakeholders to ensure engagement and delivery of change.

Dimensions

- **Financial**
- Accountable for oversight of Children's Social Care transformation budget of approximately £2.5 million.
- **Financial indirect influence:**
- **Non-Financial**
- Responsible for the line management of 3 Programme Managers and 5 Project Managers.

Knowledge, Qualifications, Skills and Experience

- Degree level or equivalent qualification plus substantial management experience in a complex business environment.
- Membership of appropriate professional body or evidence of continuing professional development (CPD).
- Knowledge of concepts, principles and practices gained through extensive experience and development in, but not limited to, healthcare, Children's Social Care, and education.
- Insight into the relationship between different fields.
- Extensive experience of managing complex systems and understanding of the need to use transition states and operating models to communicate with senior executives.
- Knowledge of the issues facing local government and the wider economy and how they impact relevant service areas.
- Ability to balance strategic leadership and direction with effective operational management.
- Ability to foster an open and trusting culture with the ability to lead change through others and inspire high levels of performance.
- Outstanding relationship management and networking skills, and the ability to foster joint working across service boundaries.
- Excellent analytical thinker able to apply a significant degree of evaluative judgement and provide practical and creative solutions.
- Strong track record of partnership building and driving value for money.
- Political sensitivity with an ability to make progress in complex policy areas and a strong belief in the value of local democracy and accountability.

- Commitment to Surrey County Council's values and behaviours and equal opportunity policy, with an ability to demonstrate personal leadership on the importance of diversity.

Other requirements

- Enhanced DBS clearance
 - Strong track record of partnership building and driving value for money.
 - Political sensitivity with an ability to make progress in complex policy areas and a strong belief in the value of local democracy and accountability.
 - Commitment to Surrey County Council's values and behaviours and equal opportunity policy, with an ability to demonstrate personal leadership on the importance of diversity.
 - On call - be available if required to maintain key service delivery and in the event of a serious incident.
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