

ROLE PROFILE

Job Title	Assistant Director - Policy, Planning and Performance, Children's Service
Pay scale and spinal points	Points 242-245
Reports to	Director for Children's Services
Service area	
No of staff responsible for	
Budget responsible for	Direct c£81.5m Indirect c£4.5m

Purpose of the Job:

- As a member of the senior leadership team, to contribute to the overall leadership, direction and management of the service in the context of local and national priorities
- Drive the improvement/transformation agenda within the service and develop capacity in key areas to support services in meeting local and Corporate objectives
- To be a key player within the service in a management capacity who is actively seeking and applying best practice and innovative methods of service delivery.
- To promote and safeguard the welfare of vulnerable people, ensuring this principle, culture and practice is embedded throughout all Council services, including stakeholders and partners. in compliance with national and local procedures and protocols,
- To provide excellent services to ensure Children's Services in accordance with the Council's constitution and policies, budget allocation and statutory requirements.
- To be responsible to the Director for the effective management and efficient performance of the Policy, Performance and Planning aspects within the service
- To ensure that all activities across the Council are managed within the broader context of future shape
- To act as a change agent to assist the Council manage and implement change programmes
- To lead by example and effectively manage people, projects and budgets effectively at all times

Key Accountabilities

Team Responsibilities.

- Data management
- The Policy team
- Performance management
- Human Resources
- Communications
- Budget Management
- Capital Programme
- BSF programme
- Coordination of one of four Multi Agency Groups overseeing a range of local services and the operation of the Common Assessment Framework.

All Assistant Directors will take a responsibility for the operation of one of four Multi-Agency Groups. These groups will be made up of agencies from Health, Schools, Community Services, the Police, the Voluntary Sector, Social Care and others as and when required. Their function will be to receive assessments made under the Common Assessment Framework. They will assess the accuracy of the assessment, the quality of the decision making and the appropriateness of the resultant activity plan. The membership and seniority of the group membership will be such that the required actions to support the CAF can be commissioned where necessary. The operation of these groups will be overseen by the Deputy Director.

Role Specific Responsibilities

Managing Service Direction

- As a member of the leadership team, to formulate the strategic direction, priorities and plans for the service, making a major contribution to the way the Council delivers its services
- Provide clear, visible and motivational leadership to create a high performance culture that drives continual improvement, efficiency savings and high levels of customer satisfaction.
- Anticipate and manage trends and changes in the operating environment and plan to meet these changes in order to provide best value for service users.

- To ensure that every opportunity to maximise Council resource is achieved
- Promote, develop and manage effective partnership working and strategic alliances, with internal and external stakeholders, including, authorities, partner organisations, and agencies in order to achieve continuous improvement in the provision of services and input into policy developments in own area of expertise.
- Build and lead strong teams, communicating the vision and objectives of the service to ensure effective delivery to the agreed service standards and targets.
- Act as a professional advisor to the Council, Cabinet and Chief Executive on all issues relating to the service

Strategy and Policy Development

- Play a major role in contributing to the development and implementation of corporate and service strategies to secure the continuous improvement and high quality services
- Manage strategic and tactical deliver of a suite of complex, service related systems and processes
- Work with the Director to produce strategic options which implement the Council's corporate plan and service objectives as determined by Members.
- To ensure that the impact of new legislation, government policy and all other developments which may impact on the Service Area is identified, analysed and implemented.
- To lead on cross cutting projects and policy reviews in accordance with corporate standards of project management

Performance and Customer Focus

- Develop and implement coherent business, service and workforce plans to support the delivery of high quality performance and provide high value for money which minimises risk
- Develop and implement rigorous and effective performance management processes to drive forward service improvements, including managing, monitoring and reporting on service performance
- Communicate with employees so that they understand the aims of the Council and understand how their individual performance contributes to improved services encouraging and developing optimum performance from staff
- Underline the corporate approach to customer services, as reflected in Barnet's structure and style, and ensure that the highest standards of customer care are delivered and maintained.

Financial Responsibilities

- To lead on the development and implementation of effective financial, planning, monitoring and management systems to ensure the delivery of value for money, cost efficient and high quality services
- Pro-actively manage capital expenditure, income and revenue expenditure for the group. Ensure that services provided are managed, monitored and adjusted to meet financial services and business targets in line with Member priorities
- Be responsible for the contract management of all projects within area of control. Including certifying payments, certificates and that instructions issued ensure the proper administration of contracts and compliance with financial regulations
- Establish, develop and manage systems which maximise income to be obtained from external sources
- Preparation of bids, justification for financial support, agreement of programmes and the execution of all management functions to obtain external funding from Central Government, Greater London Assembly, and other appropriate funding sources.

Leadership and Management

- Provide clear, visible, motivational leadership and management within the senior management team and the service to create a high performance culture that drives continuous improvement, efficiency savings and high levels of citizen satisfaction
- Through effective planning and resourcing, provide robust strategic leadership and effective management of Children's Services and its staff, ensuring that it is an effective, high performing team capable of delivering Member's priorities.
- To lead on all aspects of staff management including recruitment, induction, production of personal objectives, monitoring of staff performance data, delivery of performance appraisals, management of poor performance and learning and development.
- Provide sufficient management guidance and information and embed good people management skills in managers across the service, making Barnet Council an exemplar employer where there is high performance and high levels of productivity and morale.

Programme & Project Management

- Deliver all projects to a high standard and within corporate project and programme management standards
- Monitor and control performance against plans, reporting as appropriate

- Ensure that projects are reviewed on a regular and systematic basis with lessons learned captured and appropriate action taken.

Communication & Influence

- Through clear and effective communication, secure and support the implementation of Council and service priorities.
- Promote a positive image of the Council and the borough, both internally and externally, and support the implementation of the Council's values.

Diversity

- Deliver the Council's commitment to equality of opportunity both in the provision of services and as an employer. Promote equality of opportunity for employees and service users by establishing a culture of fairness, respect and mutual support
- Ensuring that the Council is able to deliver its responsibilities in relation to equalities

Health and Safety

- Promote and safeguard the welfare of vulnerable people, ensuring this principle, culture and practice is embedded throughout all Council services, in compliance with national and local procedures and protocols.
- Ensure safe and efficient delivery of service by achieving high standards of health and safety and reducing risk.

PERSON SPECIFICATION

Qualifications Required:

Type	Level
Professional qualifications/ memberships	Recognised professional qualification and substantial continuing professional development.
Management	Management qualification or on the job experience supplemented with relevant training
Education	Educated to degree standard., post graduate qualification, MBA or equivalent, or relevant experience

Technical / Knowledge Requirements:

Type	Description
Experience	<ul style="list-style-type: none">• Extensive knowledge, experience and understanding of the major issues facing the Children's Service.• Experience of managing within a complex environment.• Experience of leading and managing a large and successful team.• A thorough understanding of the legislation and statutory framework affecting service delivery in this area• Extensive experience of successfully implementing projects and/or programmes• Evidence of successful leadership and financial management at a senior level• Experience of effectively managing and supporting people• Experience of effectively managing change• Experience of effectively managing budgets

Behavioural Competencies:

Competency	Level
Political Awareness	<ul style="list-style-type: none">• Able to work effectively in a political environment and establish positive relationships with Councillors, senior managers, staff and external partners, to establish confidence, trust and credibility.
Leadership	<ul style="list-style-type: none">• Able to provide leadership to staff in a complex environment• Able to provide vision and direction to team members• Able to make independent decisions that have a significant impact on daily operations and strategic direction.• Ensure there is a culture that values continuous personal and professional development

	<ul style="list-style-type: none"> • Promotes a culture that values continuous personal and professional development • Knowledge of leading multi-professional teams to deliver project goals. Able to formulate and implement strategic and operational plans. • Able to ensure that users of services and community interests are the focal point of decision making.
Problem Solving	<ul style="list-style-type: none"> • Able to analyse complex information quickly, reaching and articulating decisions with clarity, to deliver solutions that command support.
Staff Management	<ul style="list-style-type: none"> • Able to develop individuals or groups of staff with clearly identifiable milestones for progress and achievement. • Able to create positive employee relations climate where staff are involved, empowered and committed. • Able to motivate staff, set priorities and targets, direct and plan work to provide an integrated service to meet service standards/deadlines.
Change Management	<ul style="list-style-type: none"> • Able to adopt an imaginative, flexible approach in achieving Barnet's vision of "a successful suburb in a successful London". • Capable of reviewing and evaluating results against quality standards, sharing this learning with others and taking decisive action to ensure that plans are delivered. • Proven experience of managing in a change environment to achieve success • Able to analyse change proposals to ensure best fit with future shape
Team work	<ul style="list-style-type: none"> • Highly effective communication and influencing skills • Proven experience in, working effectively as part of a senior leadership team. • Success in building, maintaining and leading teams, working in partnership with others and delivering to a shared goal. • Able to enthuse and motivate staff to achieve challenging objectives.
Communication, Influencing & Negotiation	<ul style="list-style-type: none"> • Delivers professional and persuasive presentations to large internal and external groups • Maintains composure in difficult situations or when faced with opposition • Speaks up, even when views or messages may be unpopular • Positively influences the perceptions of people internally and

	<p>externally</p> <ul style="list-style-type: none"> • Builds strong and internal networks and uses them positively to benefit the organisation and its stakeholders • Applies skilful negotiation techniques to resolve conflict resolutions • Able to communicate complex issues in a clear and effective manner adapted as appropriate to the audience on matters affecting the service
Performance Management	<ul style="list-style-type: none"> • A record of achievement in promoting and delivering service improvement, customer care, safeguarding and equality and diversity • Ability to maintain, develop and monitor performance indicators for services and use them proactively to improve performance • Able to deliver the Council's commitment to equality of opportunity both in provision of services and as an employer • Ensure that managers and team leaders effectively undertake their responsibilities for managing the performance and development of their staff • Proven ability to manage own delivery in a planned and structured manner to initiate and implement service improvements