

Reviewed Feb 2023

Regional Head of Together4Children Grade 15



Permanency Partnership



Together4Children Senior Leadership Team (SLT) Hosted by Staffordshire County Council		
Post Title:	Grade:	Role Type:
Regional Head of Together4Children	I5	D

Our Vision: *Children who cannot live in their family of origin achieve emotional, physical and legal permanence; growing up in loving homes with adults who provide them with a strong sense of security, continuity, commitment and identity.*

Our Mission: *To improve outcomes for Looked After Children and Previously Looked After Children, through a regional partnership; maximising resources and capacity, delivering flexibility, and leading to sustainable improvements in practice and service delivery.*

Our Strategic Outcomes:

- 1) *Children entering care, who require long-term/permanent care away from their birth parents, will achieve emotional, physical and legal permanence, giving them a sense of security, continuity, commitment and identity.*
- 2) *Prospective Adopters, Adopters, Foster Carers, Connected Persons and Special Guardian's will feel better supported throughout their journeys, providing local, safe, resilient, caring, stable and loving homes for children.*

About Together4Children:

4 Local Authorities, Staffordshire County Council, Stoke-on-Trent City Council, Shropshire Council and Telford & Wrekin Council have come together in an innovative and forward-thinking Partnership.

We are working together to improve outcomes for those children who enter care and are not able to return to their families of origin. We aim to ensure that our children achieve emotional, physical and legal permanence; growing up in loving homes with adults who provide them with a strong sense of security, continuity, commitment and identity.

Together4Children operates through a hub and spoke model enabling Local Authorities to benefit from core central functions and networked regional delivery, whilst retaining direct service delivery functions within their own borders. This ensures the Partnership reflects the local context, adapted to meet the needs of local children and families, and maintains clear links to local Children & Families Services.

The Together4Children partnership provides the Regional Adoption Agency for the partner Local Authorities. By working together, we aim to:

- Make best use of our collective resources to recruit, assess and support prospective adopters and foster carers across the region.
- Improve the quality and speed of matching for children through better planning and by having a wider choice of families.

- Provide high quality support to children and their families delivered through a combination of direct provision and effective partnerships.
- Provide all children and their families with the right support at the right time through a consistent permanency support offer available across the region.
- Respond to the regulatory requirements in respect of Adoption (including Non-Agency Adoptions and Intercountry Adoption).

Political Restriction: This position is considered as a Politically Restricted Post under the Local Government and Housing Act 1989 and subsequent amendments introduced by the Local Democracy, Economic Development and Construction Act 2009.

Reporting Relationships:

Accountable to: Together4Children Regional Management Board

Responsible to: Assistant Director, Children's Social Care, Staffordshire County Council

Responsible for:

1. Together4Children Senior Leadership Team comprising 4 Heads of Service (via matrix management arrangements)
2. Regional Principal Manager: Central Regional Permanency Hub
3. Lead Regional Adoption Agency Adviser
4. Regional Adopter Marketing & Recruitment Manager
5. Regional Adopter Training & Development Officers

Key Relationships:

Internal (to the Partnership): Cabinet Members for Children & Young People, Elected Members, Local Authority Directors of Children's Services, Local Authority Assistant Directors (Children's Social Care), Internal Commissioners, Local Authority Senior Leadership Teams, Wider Leadership Teams and Operational Management Teams.

External (to the Partnership): External Commissioners, West Midlands Adoption & Special Guardianship Leadership Board, National Adoption & Special Guardianship Leadership Board, National Regional Adoption Agency Leaders and Government Departments & Agencies (including the Department for Education).

Role Purpose:

As Head of Together4Children, the postholder is accountable for the multi-agency, outcome focused, Regional Permanency Arrangement across Staffordshire County Council, Stoke-on-Trent City Council, Shropshire Council and Telford & Wrekin Council. Accountable to the Together4Children Regional Management Board, the postholder will provide dynamic, visionary and

inspirational whole system leadership, influencing, leading and managing resources to deliver improved outcomes for Looked After Children across the regional footprint.

The postholder will lead the meaningful development of Partnerships with key stakeholders, including Local Authorities, Statutory and Third Sector Partners, National Bodies and Government Departments.

The Head of Together4Children will act as the accountable lead for the delivery of the effective, efficient and safe delivery of the Regional Permanency Transformation Programme, leading the development of programmes, products, services and relationships that enable Looked After Children to achieve legal, physical and emotional Permanency.

Key Accountabilities:

- 1) To provide system wide leadership across the Together4Children Regional Permanency Partnership. This includes supporting and enabling Elected Members, Senior Leaders and other Stakeholders in shaping and gaining ongoing commitment and understanding to a shared and integrated Permanency vision and strategy which delivers priority outcomes for the region, in an ever-changing and complex landscape.
- 2) Through the leadership of the Regional Senior Leadership Team (SLT), accountable for developing and delivering effective, multi-agency Regional Permanency Services supporting Adoption, Special Guardianship, Kinship Care and Long-term Fostering. Regional Permanency Services will be developed, based on best practice principles, in accordance with the requirements set out in legislation, regulations, guidance and policy locally, regional, nationally and internationally.
- 3) Act as the accountable lead for the Together4Children Regional Adoption Agency (RAA), ensuring statutory and regulatory compliance, whilst representing the Agency locally, regionally and nationally.
- 4) Ensure delivery of provisions against a child-focused, outcome-based model of performance and informed by appropriate data and stakeholder feedback in line with relevant regulations, standards, targets and indicators.
- 5) Lead the effective and efficient delivery of current and future transformation planning, supporting the development of programmes, products, services and relationships that enable Looked After Children to achieve legal, physical and emotional permanency; making best use of evidence-based approaches to service design and delivery that are informed by intelligence, research and recognised good practice, through an integrated or aligned Partnership approach to ensure system wide delivery across Together4Children.
- 6) Accountable for the Regional Permanency Strategic Plan, Annual Business Plan, Annual Financial Plan and Regional Medium-Term Financial Strategy (MTFS). This includes leading the

development and implementation of regional policies, procedures, guidance, and strategies to support the efficient delivery of savings, flexibility and change within the Partnership, with a focus on continuous improvement.

- 7) To act as the Principal Advisor to the Together4Children Regional Management Board, providing expert, specialist and timely information, advice and guidance to ensure the Partnership achieves its Vision, Mission, Strategic Outcome and Priorities whilst ensuring the delivery of compliant, high quality and outcome focused Services which deliver financial sustainability across Together4Children.
- 8) Accountable, through the Regional Governance System, for a large and complex budget, ensuring the effective deployment of resources that delivers the Partnership's vision, strategic outcomes and priorities whilst ensuring the delivery of high quality, compliant, and outcome focused Services. This includes responsibility for actively seeking external income streams to deliver practice improvement and innovation.
- 9) Build meaningful relationships with Stakeholders to ensure effective engagement and liaison with key individuals, including Cabinet Members Elected Members, Directors of Children's Services, Assistant Directors, Internal Commissioners, and members of Local Authority Senior Leadership Teams, Wider Leadership Teams, Operational Management Teams, Third Sector Partners and Government Departments & Agencies.
- 10) To take a lead role in Strategic Commissioning on behalf of the Partnership, ensuring outcome driven commissioning arrangements which are compliant with legislation, regulations and guidance relating to purchasing & supply.
- 11) Through whole system leadership, coproduction and acting as a role model, lead the development of a regional culture which is evidenced through all tiers of our Partnership, including the Regional Workforce, Cabinet Members, Elected Members, Partners, Foster Carers, Adopters, Special Guardians and Kinship Carers. This culture will be recognisable to Looked After Children, Birth Parents, Foster Carers, Adopters, Special Guardians and Connected Carers, whilst ensuring the Workforce takes personal responsibility and ownership to work across the regional boundaries to focus on improving outcomes for Looked After Children.
- 12) To be an advocate for Stakeholders, including: Looked After Children, Birth Parents, Foster Carers, Adopters, Special Guardians, Connected Carers and members of the Regional Workforce, ensuring their views, opinions and experiences directly inform the development of the Together4Children Regional Permanency Arrangement

Professional Accountabilities:

The post holder is required to contribute to the achievement of the Partnership's objectives through:

Financial Management

Personal accountability for delivering services efficiently, effectively, within budget and to implement any approved savings and investment allocated to the service.

People Management

Engaging with People Management policies and processes.

Equalities

Ensuring that all work is completed with a commitment to equality and anti-discriminatory practice, as a minimum to standards required by legislation.

Climate Change

Delivering energy conservation practices in line with the Council's climate change strategy.

Health and Safety

Ensuring a work environment that protects people's health and safety and that promotes welfare, and which is in accordance with the Council's Health & Safety policy.

Safeguarding





Commitment to safeguarding and promoting the welfare of vulnerable groups.







The nature and demands of the postholder's time are not always predictable and there will be an expectation that work will be required outside normal office hours from time to time, as required by the Partnership. The postholder will need to work flexibly across the regional footprint (including the use of touchdown bases to support agile working) in order to meet the needs of the Service.








The content of this Job Description and Person Specification will be reviewed on a regular basis.









Person Specification:

A = Assessed at Application
I = Assessed at Interview
T = Assessed through Test

Minimum Criteria for Disability Confident Scheme *	Criteria	Measured by
   	<p>Qualifications & Professional Membership:</p> <ul style="list-style-type: none"> • Level Six Degree Qualification or equivalent. • Level Seven Postgraduate Qualification. • Appropriately Qualified and Registered Social Worker. • Level Seven Postgraduate or vocational qualification in Management or a relevant specialism, or equivalent by experience. 	<p>A/I</p> <p>A/I</p> <p>A/I</p> <p>A/I</p>

     	<p>Knowledge & Experience:</p> <ul style="list-style-type: none"> • Substantial post qualifying experience of working in a statutory Children Social Care Service for Children, Young People & Families. • Significant experience (minimum of five years) of working within Children’s Social Care at a Senior Leadership Team (SLT) level. • Substantial experience of providing whole system leadership and managing large operational services with complex demands, implementing organisational goals and objectives in a complex environment. • Substantial experience of leading Permanency Services, including services for Adoption, Fostering, Special Guardianship and Connected Persons. • Substantial experience and a successful track record of building powerful, long term and effective partnership in order to develop, manage and deliver services resulting in improved outcomes for the people using them. • Substantial experience of managing a large and complex budget, ensuring the effective deployment of resources which archives an organisations Vision, Mission, Strategic Outcome and Priorities whilst ensuring the delivery of compliant, high quality and outcome focused Services. • Experience of seeking external income streams to deliver practice improvement and innovation. • Experience of leading teams, organisations and partnerships through complex development, change and transformation programmes. 	<p>A/I</p> <p>A/I</p> <p>A/I</p> <p>A/I</p> <p>A/I</p> <p>A/I</p> <p>A/I</p> <p>A/I</p>
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      	<ul style="list-style-type: none"> • Extensive experience of delivering results and providing value for money solutions through complex and multi-partnership arrangements. • Extensive experience and a proven track record of developing and implementing strategic plans, annual business plans, annual financial plans and medium-term financial strategies. • Extensive experience of leading the development and implementation of Policies, Procedures, Guidance, and Strategies to support the efficient delivery of savings, flexibility and change within the Partnership, with a focus on continuous improvement. • Significant detailed and comprehensive understanding of appropriate legislation, regulations and statutory guidance relating to Adoption, Fostering, Special Guardianship, Connected Persons, Permanency and Children's Social Care. • Significant detailed and comprehensive understanding of complex research and evidence-based practice in Adoption, Fostering, Special Guardianship, Connected Persons, Permanency and Children's Social Care. • Thorough understanding of the current challenges facing local government generally, and Together4Children in particular, coupled with financial and commercial awareness. • Political astuteness with a mature insight into organisational leadership and success. 	<p>A/I</p> <p>A/I</p> <p>A/I</p> <p>A/I</p> <p>A/I</p> <p>A/I</p> <p>A/I</p>
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     	<p>Skills:</p> <ul style="list-style-type: none"> • Ability to inspire, foster and champion innovation, leading to the successful delivery and commissioning of innovative services, further enhancing the Partnership’s reputation. • Outstanding communication skills, coupled with developed networking skills that inspire trust, encourage forward thinking and involvement. • High level of influencing and persuasive skills across a diverse Partnership. • A strong leader who is also resilient, robust and is committed to the highest professional standards. • Political astuteness with a mature insight into organisational leadership and success. • Skills in understanding and responding to different perspectives and taking a cross organisational perspective. • Strong programme management skills, with proven experience of developing strategies that have delivered agreed system-wide outcomes. 	<p>A/I/T</p> <p>A/I/T</p> <p>A/I/T</p> <p>A/I/T</p> <p>A/I/T</p> <p>A/I/T</p> <p>A/I/T</p>
 	<ul style="list-style-type: none"> • Expert influencing and negotiating skills, proven to have delivered performance and influenced decisions at a regional and national level. • Excellent planning, research, organisational and decision-making skills. Ability to analyse and interpret information and data and to present to a wider audience. 	<p>A/I/T</p> <p>A/I/T</p>

