Slough Children’s Services Trust

Chief Executive

Information Pack

February 2015
Contents

Welcome from Eleanor Brazil, Children’s Social Care Commissioner for Slough

About Slough Children’s Services

The role of Chief Executive

How to apply and the selection process

Advertisement
Welcome from Eleanor Brazil, Children's Social Care Commissioner for Slough

Thank you for your interest in the post of Chief Executive of the future Children's Services Trust, an independent organisation that will drive the transformation of children's social care services in Slough. This is a critical appointment and we are determined to identify a candidate who can deliver our objective of "getting it right for the children of Slough".

The process to develop the new organisation is now underway and we are currently finalising the appointment of our first Chair. This will be the second such organisation to be established in the UK as a result of government direction, following on from the successful creation of the Doncaster Children's Services Trust. As such you will be working at the forefront of new developments in how we safeguard and improve outcomes for vulnerable children and young people.

We are looking for an experienced leader in children’s social care with a track record in transforming service delivery. Slough is a richly diverse area and we will want to ensure that our Chief Executive brings a wide range of expertise and perspectives to support this diversity. The new organisation will be a very significant new player in the wider system that works with children, young people and their families so the Chief Executive will need to be committed to pro-actively supporting multi-agency working at operational and strategic levels.

On this site, you will find further information which I hope will fire your interest further. I would be delighted to talk with you about the opportunity; if you would like to do so, please liaise with Mark Bearn or Andrew Timlin at Hays Executive on 0207 259 8743.

Kind regards

Eleanor Brazil
Children’s Social Care Commissioner for Slough
About Slough Children’s Services

The Secretary of State for Education has decided the most effective and appropriate way of ensuring high quality services for children and families in Slough is to establish an independent Trust to deliver children’s social care services on behalf of Slough Borough Council.

This follows two separate ‘inadequate’ Ofsted judgments, in 2011¹ and 2014², and an independent report by the Office for Public Management ³, which was asked to consider the best alternative governance arrangements for children’s social care services in Slough.

The Secretary of State has appointed a Commissioner for Children’s Social Care⁴, Eleanor Brazil, who is overseeing the establishment of the Trust. The Secretary of State for Education has entered into a Memorandum of Understanding with the Council to set out the model for the Trust, and roles and responsibilities in establishing it.

The Trust will be operational in ‘shadow form’ by 31 March 2015, meaning it will have a legal form and a Chair appointed. It will be fully operational as soon as reasonably possible thereafter. All agreed children’s social care services will be delivered by the Trust from the agreed ‘go live’ date.

The Chair will lead the set up and development of the Trust, working with the Department for Education, the Commissioner, and Slough Borough Council.

Key features of the new organisation

The Trust will be an independent and autonomous legal entity with total separation from the Council (i.e. truly independent from a corporate perspective). The organisation will be setup for the purposes of delivering agreed children’s and young people’s services on behalf of Slough Borough Council.

The membership of the Board will be established with executive and non-executive expertise. The members of the Board will have the freedom (without any external influence) to manage and operate the organisation as they see fit.

¹ http://tinyurl.com/o4287ur
² http://tinyurl.com/o4r9psh
³ http://tinyurl.com/k7j5ak
⁴ http://tinyurl.com/pmqhas6
Under Direction from the Secretary of State, Slough Borough Council will contract the new organisation (through the Services Contract) to deliver the services on its behalf. For these purposes the Council will be the “Customer” and the new organisation will be the “Supplier”. The Services Contract will stay in place for the duration of the Statutory Direction.

The Council will remain statutorily responsible and accountable for the exercise of its children social care functions under section 497A(4) of the Education Act 1996.

The Council and new organisation will agree risk and responsibility for delivery of such services in the Services Contract. The new organisation will be accountable to the Council for the performance of the services that underpin those functions.

Council staff required for the delivery of services will be transferred to the Trust under TUPE, along with relevant assets. They will become the responsibility of the new organisation for the duration of the Services Contract.

**Outline scope of services for the new organisation**

In line with the commitments in the Memorandum of Understanding, the following is agreed as an outline scope of services for the new organisation:

**The following service areas will transfer to the new organisation:**

- Early Help, Assessment and Children in Need
- Child Protection and Looked After Children
- Placement and Resources
- Safeguarding and Quality Assurance – Independent Reviewing Officers etc
- Special Projects and System Improvement
- Administrative and business support for all services above
- Learning and professional development
- IT and information systems – professional support role
The following service areas will not transfer to the new organisation:

- Education functions (including school places, education client function and out-sourced provider of school support and related services)

Further consideration is required about whether the following service areas will transfer to the new organisation:

- Safeguarding and Quality Assurance LSCB functions
- Youth Offending Team
- Children’s centres
- Virtual School
- Operational commissioning for children’s services
- Youth Services
- Performance management
- IT and information systems
- Children with Learning Difficulties and Disabilities
Job Description

Background

The Secretary of State for Education has decided that the most effective and appropriate way of ensuring high quality services for children and their families in Slough is to establish a new organisation to deliver children’s social care services on behalf of Slough Borough Council. This arrangement follows two separate ‘inadequate’ Ofsted judgments, in 2011 and 2014, and an independent report by the Office for Public Management, which was asked to consider the best alternative governance arrangements for children’s social care services in Slough. The new organisation will be created through statutory intervention powers and a ‘Direction’. Although the Direction itself refers to the new organisation as “the Trust”, its name has yet to be determined. It will be an independent and autonomous organisation, beyond the operational control of the Council, but will collaborate to secure high quality services for children and families.

The Chief Executive will lead the organisation, playing a central role in enabling a smooth transition of services from the Council and drive a radical improvement in services thereafter. The goal will be to establish an effective environment for service delivery whilst keeping children safe, intervening where needed, and ensuring that staff in the new organisation operate at the highest level of effectiveness and responsiveness.

Role Purpose

- To provide leadership and strategic direction for the new organisation.
- To take responsibility for the quality of children’s social care in the Borough, on behalf of the new organisation.
- To define in partnership with the Board the organisation’s vision and to develop strategies in support of this.
- To work in partnership with key local partners, including the Council, to ensure that system capacity is best utilised and a joined up approach to child protection and safeguarding established.
- To deliver organisational performance against agreed business plans.
- To establish an effective environment for service delivery and keeping children safe.

Role Accountabilities

Working with the board of directors

- The Chief Executive of the new organisation will attend Board meetings as an executive director and will be the principal advisor to the Chair.
and Non-Executive directors. In addition, the Chief Executive will:

- Provide board members with appropriate, timely and relevant information and advice to enable them to exercise their responsibilities and ensure decisions are well informed, clear and implemented effectively;
- Ensure that the new organisation meets all its statutory and legal responsibilities;
- Develop policy proposals for discussion and decision at board level;
- Advise the Chair on the composition of the board, the membership of its committees, and the process of appraising and developing board members skills;
- Ensure an annual calendar of meetings of the board and its principal sub-committees is in place and that these meetings and the board’s governance arrangements are efficiently supported.

**Developing the new organisation’s strategic leadership**

- The Chief Executive of the new organisation will lead the organisation, playing a central role in establishing and carrying out the organisation’s strategy. In doing so, the Chief Executive will:
- Ensure that a long term strategy is in place establishing the key objectives for the new organisation;
- Articulate the new organisation’s corporate philosophy and values; ensuring that these are consistently applied across the organisation;
- Lead and inspire the new organisation’s workforce, developing and instilling a culture of high performance and child centred practice
- Take responsibility for the strategic and operational planning to deliver the new organisation’s targets and objectives;
- Ensure that the new organisation has the human, material and financial resources required to operate as effectively as possible.

**Financial Planning and management**

- The Chief Executive of the new organisation will be responsible for the organisation’s sound financial management. The Chief Executive will:
- Present an annual plan and budget for the board of director’s approval;
- Ensure that expenditure is controlled within the parameters of the annual budget, as approved by the board of directors and that the organisation follows a clear Value for Money policy;
- Provide the Board with comprehensive, regular reports on the revenues and expenditure of the new organisation;
- Oversee research into additional funding sources and the development of fund raising plans;
- Ensure that the organisation complies with all legislation covering taxation and withholding payments.
- Seek innovative ways for the organisation to improve cost effectiveness and sustainability.
Risk management

- The Chief Executive will be responsible for ensuring that the new organisation has a robust and effective risk management process in place. This will include identifying and evaluating the risks inherent in providing social care arrangements for children and young people in Slough. Additionally, the Chief Executive will work to ensure that the employees of the new organisation are alert to the risks children and young people in care face and that they are consistently working to mitigate these.
- Identifying and evaluating the risks to the organisation's people (clients, staff, management, volunteers), property, finances, goodwill, and image and implementing measures to control and mitigate these risks;
- Ensuring that the Board and the organisation carries appropriate and adequate insurance coverage;
- Promoting a culture within the new organisation that takes the management and mitigation of risk seriously.

Local Partnership Working & Engagement and representation of the new organisation

- The Chief Executive will play a central role in promoting the work of the new organisation, and in engaging a range of different community groups. The Chief Executive will:
- Work to build on and extend on existing partnerships with the local community;
- Maintain and promote effective networks with all principal stakeholders;
- Work in a collaborative and flexible way to deliver children's services, ensuring that the expertise within the whole system is fully audited and quality assured;
- Seek reasonable opportunities to expand and promote the role of the new organisation;
- Ensure that the new organisation is presented in an appropriate and professional manner to its stakeholders, directly and through the media;
- Understand the diverse nature of communities and needs in the area and design and deliver services that take into account this diversity.

The above list of duties is indicative only and not exhaustive. The Chief Executive is expected to carry out additional duties that are reasonable and commensurate with the role.
Person Specification

Experience

It is essential that applicants demonstrate the following experience:

- Proven track record of delivering and securing improved outcomes for children;
- Proven track record of having successfully worked in a leadership role within children’s social care;
- Successfully providing senior leadership;
- Working effectively with partner agencies, businesses and the voluntary sector;
- Successfully leading change management;
- Effective strategic and operational resource management; and
- Experience of working in and on behalf of diverse organisations and communities.

It is desirable that applicants demonstrate the following experience:

- Experience of successfully playing a senior role in setting up a new organisation or undertaking major organisational change.

Essential Knowledge and Skills

It is essential that applicants demonstrate the following knowledge and skills:

- Highly effective skills to challenge, support and quality assure service providers;
- Ability to establish and articulate a vision and strategy for an organisation, and the ability to engage staff;
- Political sensitivity and an ability to establish positive relationships, which engender confidence and respect;
- Effective analytical skills and the ability to set and achieve demanding objectives;
- Strong, persuasive communication skills that can be adapted to meet specific audiences and differing situations;
- Highly effectively skills to performance manage staff to ensure continuing service improvement; and
- Knowledge of the principles of sound organisational governance.
Behaviours

Applicants will be able to demonstrate the following:

- High expectations for themselves and others in achieving and delivering high quality public services;
- The ability to promote a culture which is child centred, values equality and that emphasises high performance and continuous improvement; and
- A strong commitment to partnership working with senior Local Government Officers, local councillors, Senior Civil Servants and other key players in the social services landscape.

How to apply

To apply you are invited to submit a CV, along with a letter outlining your skills, experience and suitability for the role. Your letter should be no more than two pages long. There is no page limit on your CV.

In your application letter, please provide detail on your availability for interview during w/c 30th March, w/c 6th April and w/c 13th April. We are currently considering candidate and panel availability given the Easter Holidays.

For further information

Please contact Mark Bearn or Andrew Timlin of Hays Executive.

T 0207 259 8743 E mark.bearn@hays.com Andrew.timlin@hays.com
CHIEF EXECUTIVE
SLOUGH CHILDREN’S SERVICES TRUST

Up to £145,000 per annum

Are you ready to lead the setup and development of a new organisation to deliver a fresh start and brighter futures for children in Slough?

Are you ready to use your outstanding leadership skills and experience in changing the lives of children and young people to transform social care delivery in the borough?

The Secretary of State for Education, in consultation with Slough Borough Council, is creating a new independent organisation responsible for delivering children’s social care services in Slough. The goal will be to enable a smooth transition of services from the council and to drive a radical improvement in them.

As Chief Executive, you will lead the organisation and act as the principal advisor to the Chair and Board. You will play a central role in delivering the organisation’s vision, building a culture of high performance, forging new and improved partnerships and positioning the new organisation at the vanguard of new approaches to children’s social care.

To succeed in this role, it will be essential that you have a proven track record of transforming performance, growing new teams and working in partnership. You will be able to engage and inspire, as well as work effectively in complex structures. It is very likely that you will have a background in children’s social care.

To apply you are invited to submit a letter up to two pages long, outlining your skills, experience and suitability for the role along with a CV. Interviews will take place in April 2013.

The closing date for applications is Monday 9th March.

For further information, please look at our microsite hays.co.uk/jobs/slough-childrens-trust or to apply please contact Mark Beem or Andrew Timlin of Hays Executive.

T: 020 7258 8743
E: mark.beem@hays.com
E: andrew.timlin@hays.com

HAYS Executive