



## Candidate Prospectus

Head of Children's  
Safeguarding &  
Performance



Brighton & Hove  
City Council

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## Introduction

### Taking action for children and families in our city

We are seeking to appoint to the post of Head of Safeguarding & Performance. The successful candidate will have responsibility for effective governance of the Council's safeguarding and child protection systems reporting directly into the Executive Director, Families Children & Learning

We have transformed ourselves in recent years to embrace a 'one directorate' approach. This ensure families and children in the city receive joined up services.

School standards are, according to most measures, higher than the national average, with almost all our schools categorised as 'good' or 'outstanding'. Early Years services are now excellent and our levels of NEET are low.

We have a successful youth offending service, a combined MASH and 'Front Door For Families' service and social work teams that keep the needs of the child at the centre of a relationship-based approach to support.

We have brought our adult learning disabilities services together with our children's services, to provide joined up support as children transition into adulthood. It's an exciting development that other councils are viewing with interest.

The improvements we've made in terms of outcomes for children have been positively recognised by both the CQC and Ofsted. They have been underpinned by adopting robust and detailed performance monitoring systems.

We are currently operating in the context of significant budgetary pressures. This will increasingly be the case as we strive to move forward.

We're looking for someone who:

- can build on the good work that has already taken place
- is passionate about improving the life chances of children, young people and working in partnership with families to effect lasting change
- is committed to working in partnership with others both within the council and across the city to ensure children are safeguarded and outcomes improved.

This is a key role in the council's Families, Children & Learning Directorate Management Team and you will be expected to work with the Executive Director and Assistant Directors to ensure organisational leadership and development, and delivery of the council's priorities.

You will be comfortable operating at a senior level and experienced at fostering good relations with councillors. You will have the ability to take strategic responsibility for services for children, young people and their families within our city.

You will be forward thinking, unique, experienced and ready to move us to the next phase of our continuous improvement journey.

**Salary £59,776 - £65,639**

**Generous benefits package including relocation expenses where applicable.**

## Welcome message from Deb Austin, Executive Director

### Thank you for your interest in this role

Brighton & Hove is a great place to live, learn and work. Our diverse and vibrant community is passionate about our city and there's a shared commitment to celebrating and promoting all that makes Brighton & Hove so unique.

Its success however, in common with all cities in the country, masks considerable and significant issues related to poverty, inequality and fairness for many of its residents. This is also against a backdrop of huge reductions in local government funding, rising demand for our services, and the impact of COVID-19 and uncertainty in the world.

Working for Brighton & Hove City Council means you'll also be joining an organisation that's active in the community and developing its transformative journey so we can continue to do the best for the city. The Families, Children & Learning directorate works with others in the city to address disadvantage, deliver safe and whole family services which are inclusive, accessible and improve outcomes

Brighton & Hove is on a journey to providing excellent social work services to children, young people and their families. After a period of significant stability which has involved a positive ILACs inspection in 2018 where a Good judgement was obtained, and an ILACs focused visit in 2020 which recognised continued improvement, we are now looking to recruit to a key post responsible for effective governance of the Council's safeguarding and child protection systems. You will be responsible for a range of functions including the Safeguarding & Review Service, the directorate wide performance and quality assurance functions and support for the Brighton & Hove Safeguarding Children's Partnership. If you are a dynamic and ambitious senior manager who can help us to continue our journey to excellence, building on the significant improvements made within our children's safeguarding and care services over the past 5 years, I would be delighted to hear to receive your application

In return for your leadership we offer a friendly and welcoming place to work, with a competitive salary and benefits package, and a team of talented staff who all care deeply about the city they serve.

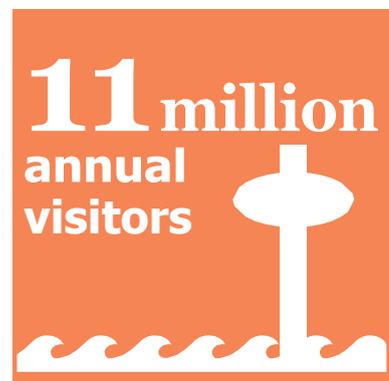
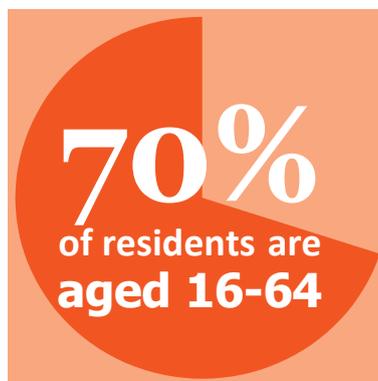
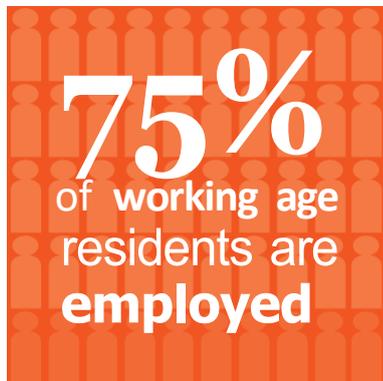


**Deb Austin**  
Executive Director for Families, Children & Learning

## The city



## Today the city has...



**16**

The city economy has experienced **strong growth** in recent years:



**14,300 jobs** have been created since 2011, and there are **2,700 more businesses** in the city compared to 2012.

## The council

The council was formed as a unitary authority in 1997. We are governed through a committee system and have been led by various minority administrations since 2003.

Currently we have:



## Our administration

The Green Group of councillors form the administration.

## Five policy committees

- Children, Young People & Skills Committee
- Environment, Transport & Sustainability Committee
- Housing Committee
- Policy & Resources Committee
- Tourism, Equalities, Communities & Culture Committee

## Two recognised trade unions

- Unison and GMB

## **Our leadership and organisation:**

Operationally the council is organised into six directorates, commissioning and delivering around 700 services. Our business support services are delivered jointly with East Sussex County Council and Surrey County Council through the innovative Orbis Partnership.

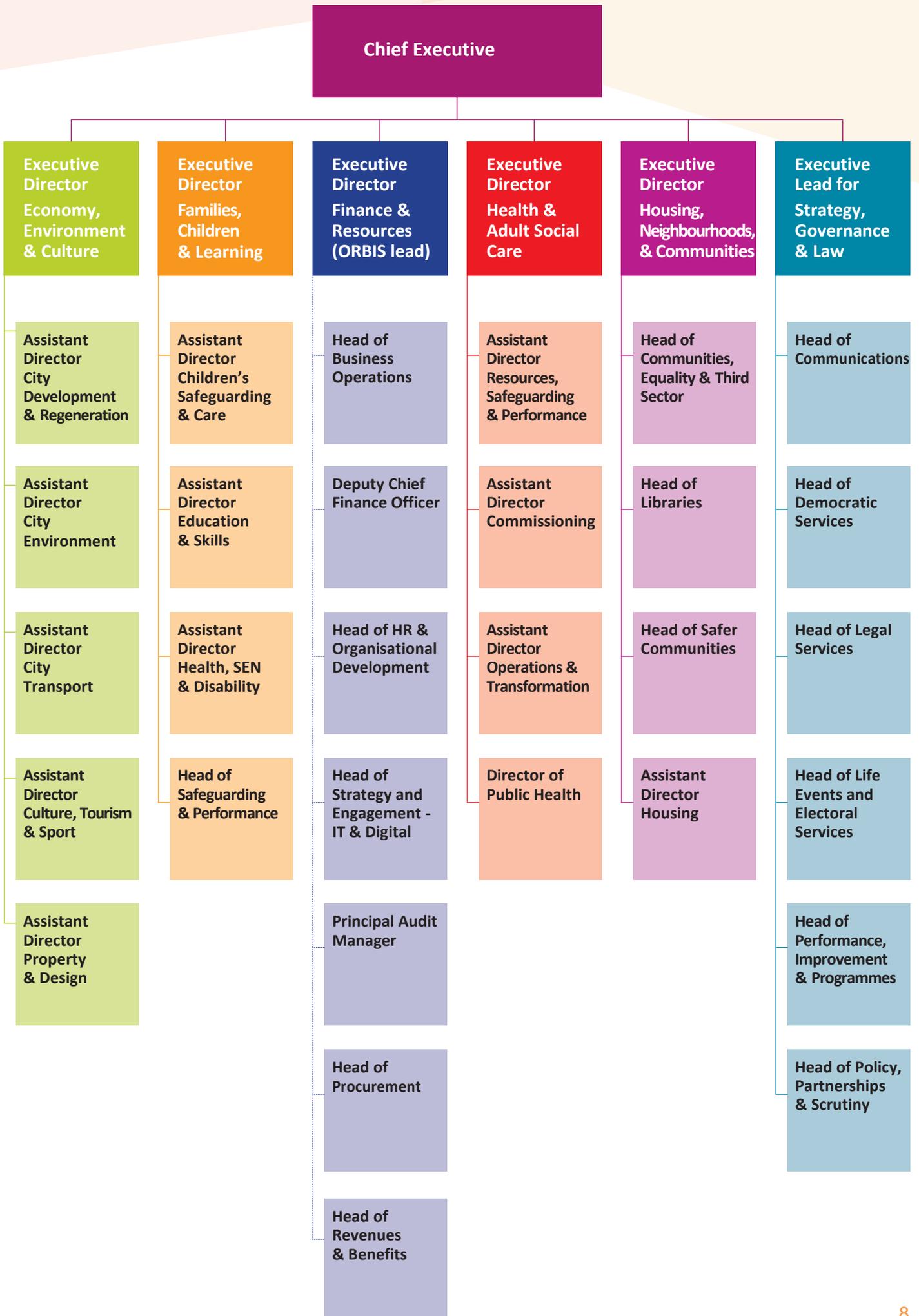
The directorates are:

- **Economy, Environment & Culture**
- **Families, Children & Learning**
- **Finance & Resources (services provided through the Orbis Partnership)**
- **Health & Adult Social Care**
- **Housing, Neighbourhoods & Communities**
- **Strategy, Governance & Law**

The day to day leadership and management of council operations, such as managing council resources, commissioning and providing services, are delegated to the Executive Leadership Team.

The team is formed from each directorate lead and the Chief Executive Officer, with other council officers or partners invited to attend when needed.

They meet weekly and work closely with stakeholders to ensure good corporate governance, develop corporate strategies, and implement the council's policies and priorities.



## Role Profile

**Job Title:** Head of Safeguarding & Performance

**Organisation Level:** Tier 4

Shaping services to achieve priorities through leadership of people and management of resources. Setting or influencing the future direction of the wider organisation. Role modelling corporate values and behaviours.

### Work Level Attributes

- Operational managers coordinating work, systems and processes of multiple teams to deliver services. Targets are measurable. Adapts priorities / juggles competing requirements to achieve results.
- Making change happen at this level entails the continuous improvement of existing resources, services and systems. Responsible for development and empowerment of subordinates.
- Works collaboratively with peers across group disciplines/functions to improve performance or service delivery.
- Leads on response to changes imposed by the external world (e.g. a legislative change). May collaborate with peers outside of the organisation.
- Accountable for delivering against annual plans with major contribution to plans for subsequent years. Acts as lynchpin between overall strategic direction and practical deployment of resources to achieve agreed outcomes.

### Key Responsibilities

- Be accountable for operational delivery of high quality customer-focussed services working with service users, partners and stakeholders
- Be fully accountable for the development and management of devolved operational and capital budgets for the area managed, including developing and agreeing business plans, and contribute to development of strategy for the whole service
- Lead service transformation, motivating, developing and managing staff through change
- Develop and maintain effective collaborative working relationships with key strategic partners including Members, government agencies, suppliers, third sector and council departments
- Lead the Service in developing best practice, setting objectives and performance measures
- Be accountable for compliance with statutory duties, internal and external audit requirements and service standards

## Role Specific Accountabilities

- To provide strategic and professional leadership for the effective governance of the Council's safeguarding and child protection systems.
- To advise and update the Council leadership, Directorate Management Team, the Children, Young People & Skills Committee and the Brighton & Hove Safeguarding Children's Partnership (BHSCP) on the operation and outcomes of the safeguarding and child protection governance systems in Brighton & Hove, emerging local policy, practice or resource issues and implications of developments in national and regional policy and guidance.
- To fulfil statutory and senior management roles in relation to the safeguarding and child protection functions of the Council including representing the Council at local, regional and national levels.
- To strengthen and assure safeguarding and child protection activity across the directorate by being accountable for a range of senior management functions for the directorate including:
  1. The Council's Local Authority Designated Officer;
  2. Corporate Strategic Lead for Safe Recruitment including: managing the requirements of the Disclosure & Barring Service and related vetting and barring processes; statutory reports from other authorities including the Probation and Prison Service;
  3. Representing the directorate on a range of BHSCP sub committees including preparation of social care reports for such groups and liaison with relevant partner agencies.
- Working closely with other senior managers in the directorate to ensure effective quality assurance of internal child protection processes.
- Be responsible for the Safeguarding and Review Service and directorate Quality Assurance and Performance Services
- Working closely with the BHSCP Business Manager, providing line management support.
- To oversee the development and implementation of quality assurance and performance management frameworks for the Families, Children & Learning directorate.

## Key Personal Attributes

- Experience of leading and managing multidisciplinary teams, enabling others, dealing with problems and developing people - including setting objectives and managing performance.
- Ability to make change happen and implement transformation programmes and keep staff motivated through the change
- Experience of contract management and commissioning of services or demonstrable equivalent knowledge

- Demonstrable knowledge of the issues facing local authorities and statutory and regulatory frameworks, policies and procedures relating to the area managed
- Experience of managing large and complex budgets

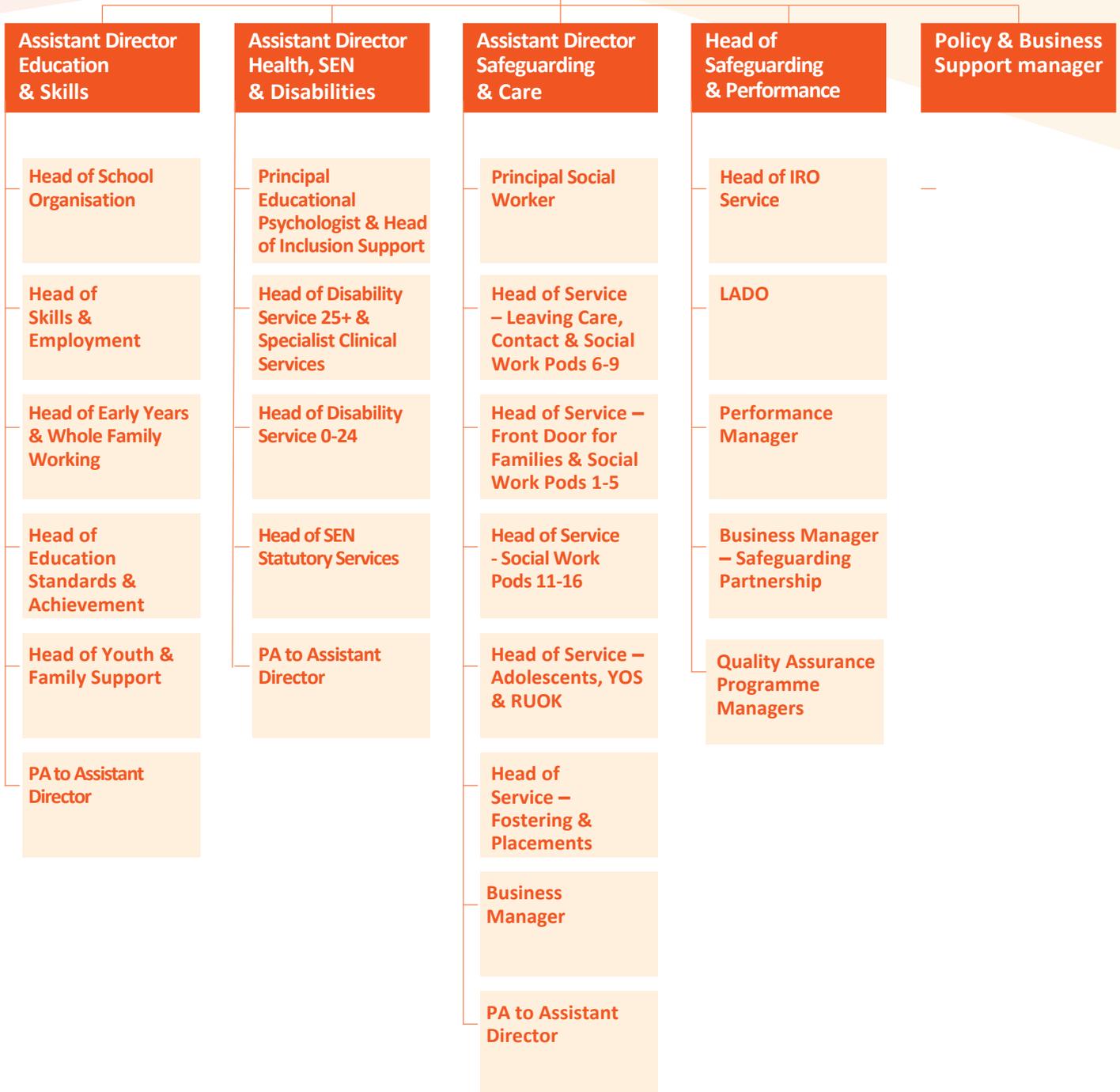
### Role Specific Attributes

- Qualified Social Worker (DipSW or equivalent)
- Post qualifying qualifications (e.g. leadership/management qualifications)
- Registered Social Worker with Social Work England
- Substantial direct experience as a manager of safeguarding and child protection services in statutory sector social care, health or education services
- Awareness of, and sensitivity to, the political implications of professional and managerial decisions
- Good strategic outlook and ability to translate strategic decisions into operational actions that improve outcomes for children and young people
- Understanding of context of a Safeguarding Children Partnership's role and responsibilities
- Excellent communication, advocacy, presentation, influencing and negotiating skills
- Experience working with a range of partners
- A passion for supporting vulnerable children and young people

### General Accountabilities

- Uphold and promote the aims of the Council's Equality and Diversity policies to ensure non-discriminatory practices in all aspects of work. Ensure that equality and diversity are embedded in the way the directorate is led, managed and its services are delivered.
- To be accountable for the development of service strategies to support the council in addressing Climate Change.
- To be accountable for safeguarding and effective exploitation of all data and information systems within the area(s) managed in line with corporate risk management protocols, and in collaboration with services across the organisation.
- To ensure that all operations are conducted in accordance with the council's Health & Safety policy and all relevant legislation, demonstrating leadership and commitment to continuous improvement in health & safety performance.
- Uphold the Nolan Principles, which are the basis of the ethical standards expected of public office holders.

# Executive Director Families, Children & Learning



**Head of Safeguarding & Performance**

**Head of IRO Service**

**Local Authority Designated Officer**

**Performance Manager**

**Business Manager - BHSCP**

**Quality Assurance Programme Managers**

**Independent Reviewing Officers**

**Performance Analysts**

**Learning & Development Officer**

**Information Officers**

**Senior Administrative Officer**

## About the directorate

We work in close partnership with all our community and voluntary aided schools, free schools and academies. Through successful joint working arrangements such as the Brighton & Hove Education Partnership, our education and skills team has helped ensure that the city has remained above the national average in most national academic performance indicators for a number of years now.

Our 2018 ILACS inspection saw us rated 'good' in 2018. The inspectors praised our social work teams for their tenacity. A further focused visit this year found that steady improvement was being made.

We work to ensure a whole family approach across our service areas and with partners in the city. We ensure that this approach is taken through all our work.

Preventative services are embedded in our Front Door For Families to ensure that families receive the right level of care and support for their needs at the right time.

Our 2016 SEND joint inspection with the CQC was hugely positive. We look forward to welcoming the inspectors back soon to show them the progress we've made in implementing the SEND reforms locally.

Our community learning disability team – which provides specialist help to adults with learning disabilities to live full and healthy lives – recently transferred into the directorate. The move has helped improve the way the council plans for the transition between children and adulthood for people with learning disabilities.

We're among the best councils in the country for the numbers of young people in education, employment or training.

We have a strong performance management framework well embedded across the directorate, well supported by a centralised performance team. This team works alongside our quality assurance programme who are currently expanding their work wider across the directorate.

## Children and young people in the city

32,296 children attend school

27.4% of pupils are BAME

13.5% of pupils have SEN support in our schools – above the national average

1,823 children and young people aged 0-25 have EHCPs

448 pupils attend special schools

14.2% of pupils are exposed to a language other than English in their home

5,372 pupils receive free school meals – above the national average

389 children in care

33 unaccompanied asylum-seeking children

1,582 children open to children's social work teams

## Our priorities

We work with others in the city delivering safe and whole family services, improving outcomes, developing inclusive and accessible provision and developing our staff.

To achieve this, we will:

- Promote, support and deliver high quality educational and skills provision
- Promote whole family working with a focus on improving outcomes for disadvantaged and vulnerable people
- Deliver a safe and effective social work service which responds to changing needs of children and their families
- Work to support adults with learning disabilities to live independent and positive lives
- Work with young people and other partners to deliver high quality youth services across the city
- Co-produce and continue to improve SEND provision and services in the city
- Manage effective budget arrangements across the directorate
- Improve the diversity of the workforce

### Directorate vision

The voice of children, young people, their families and those of adults with learning disabilities is at the heart of everything we do.

We commission and deliver services with partners to ensure children, young people and adults with learning disabilities live happy, safe and positive lives, achieving their potential.

This is achieved within the context of high demand and reducing resources.

We know that helping families as early as possible can stop problems getting worse. So we will continue to take a 'whole-family' approach, further developing preventative services alongside our social care interventions.

We will continue to work with partners across the city to enable all children, young people and adults with learning disabilities to live safer, more independent and happier lives.

We will work to offer more choice and control to people using our residential units, care homes and day activities provision.

Improving transition arrangements for older children moving into adult-centred services and enabling more adult service users with learning disabilities to live more independently.

More parents here take up their free early years childcare offer than almost anywhere in the country.

The number of young people entering the youth criminal justice system for the first time here is one of the lowest in the country.

We have preventative services embedded in our Front Door For Families to ensure that families receive the right level of care and support for their needs at the right time.

We have recently piloted a new Early Help Peer Challenge framework with the LGA which provided us with some helpful reflections on how to further progress this approach both internally and across city partnerships.

### **Ofsted feedback**

Our [page on the Ofsted website](#) provides full reports from the following relevant inspections and visits:

- Our 2016 SEND joint inspection with the CQC – this was hugely positive and we know that a future inspection will want to examine what progress we've made in implementing the SEND reforms locally
- Our 2018 ILACS inspection that saw us move to being a Good children's service and provides us with a useful further improvement plan
- Our 2020 focussed visit which found that steady improvement was being made

We are expecting an inspection of our youth offending service and we've not had an inspection from the JTAI framework so that is likely to take place over the next 12 months.

We actively engage in regional and national peer review / challenge and sector led improvement programmes.

### **Our performance**

We have a strong performance management framework well embedded across the directorate, well supported by a centralised performance team. This team works alongside our quality assurance programme who are currently expanding their work wider across the directorate.

We have a suite of identified performance indicators some of which are identified as 'city KPIs' and are reported to our Policy and Resources Committee. Here is a [link](#) to the most recent report which also sets out our targets for the year ahead (Item 66).

## **Impact of COVID-19**

We have managed well during Covid, having had an early start with cases in the city during February 2020.

We work in close partnership with the city's early years providers, schools and colleges and have offered bespoke guidance and support throughout the pandemic.

Most of our services are able to work flexibly so further surges in cases can be managed with a mixture of working from home and face to face delivery where essential.

We have been able to progress some partnership discussions around mental health and wellbeing support for children, young people and families during this time.

The pandemic has further highlighted to us difficulties faced by families with vulnerabilities and / or are living with disadvantage. More work needs to be done to both support these.

## Recruitment process and indicative timetable

The deadline for applications is midnight on Sunday 4<sup>th</sup> July 2021.

To have a confidential conversation about the role with the Executive Director for Families, Children & Learning, Deb Austin, please call 01273 290446 or email: [deb.austin@brighton-hove.gov.uk](mailto:deb.austin@brighton-hove.gov.uk) in the first instance.

In support of your application you will be asked to provide:

- A personal statement of not more than three sides of A4 outlining why you are interested in this role in Brighton & Hove and describing the skills and experience you would bring to the role, as aligned against the Key Personal Attributes and Role Specific Attributes described in the role profile.
- Your current CV

Shortlisting will take place quickly after the closing date and final interviews are likely to take place in the week commencing 19<sup>th</sup> July 2021. Finalised dates will be confirmed to shortlisted applicants in due course. Please note that the interviews are likely to take place virtually.

Please note that as part of the recruitment process we will be required to undertake the following checks:

- Enhanced DBS check
- Two references
- Eligibility to work in the UK
- Relevant qualifications and professional memberships
- Pre-employment health check
- Public profile of shortlisted candidates (it would be helpful if you feel there might be any issues of concern to alert us to these during the recruitment process)