

## Chief Executive

### Role and Person Specification

Salary: £144,091-151,062 per annum (Negotiable)

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#### Background

Bradford Metropolitan District Council have been working with an appointed Children's Commissioner since September 2021 to focus on improving services for Children and Young People in Bradford.

Whilst improvements have been made, the pace of change must be improved. A decision was taken earlier this year to establish a Children's Trust to support the progress of change with a dedicated focus on Children's Social Care.

Our past failings have been well publicised and have been difficult to hear, added to the findings from the National Panel Review, has strengthened our determination to learn from these findings and take the focused actions needed to improve and create quality Children's Services.

Bradford Children's Trust will be owned by the Council and operate at arm's length, having strategic and operational responsibility for the delivery of Children Social Care Services. There will be focused, clear business and improvement plans agreed with the Council and Department for Education in order to achieve good, safe, sustainable support services for children needing social care or early help intervention.

#### Main Purpose:

To provide the strategic leadership, management, planning and direction for all services within Bradford Children's Trust, in accordance with the decisions of the Board and the relevant legislation and statutory guidance.

Responsible and accountable for ensuring positive outcomes for children and young people and that the required improvements in services are in line with the Trust's business plan and key performance indicators, as agreed with the Council and the Department for Education.

To work with the Chair and the Board to develop and implement the vision, values, aims and objectives of the Trust and to shape the detail of the business plan.

To ensure the Trust effectively delivers services on behalf of the Council enabling them to meet their respective statutory responsibilities for those services delivered by the Trust.

To ensure the Trust achieves strong and effective performance with a focus on quality service by developing an organisation design that inspires achievement in safeguarding, financial and organisational viability and ensuring that all relevant legal, governance and good practice standards are met.

To lead and inspire staff via a culture of engagement, collaboration, continuous improvement and empowerment to foster innovative change for successful outcomes.

## Key Responsibilities

### 1. Working with the Board of Directors

The Chief Executive of the Trust 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:

- Develop, maintain and support a strong Board of Directors and ensure the Board receives appropriate advice and information on all relevant matters to enable them to form appropriate judgement and carry out its governance responsibilities;
- Provide Board members with timely and relevant reports, information and advice to enable them to exercise their responsibilities and ensure decisions are well informed, clear and implemented effectively;
- Ensure that the Trust meets all its statutory and legal responsibilities;
- Develop policy proposals which deliver improvements and creative solutions to meet challenges facing the Trust, 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 the Board's governance arrangements are in place and efficiently supported;
- Provide regular monitoring reports on performance for submission to the Trust Board, Improvement Board and the Council contract management meetings.

### 2. Strategic leadership

The Chief Executive will provide inspirational and effective leadership to the Trust, and, in conjunction with the Board of Directors, create and implement the organisation's strategy, ensuring a high performance and supportive culture. In doing so, the Chief Executive will:

- Ensure a long-term vision and strategy is in place and establish the key objectives for the Trust in accordance with the Direction from the Secretary of State and the contract with the Council;
- Maintain an Executive Leadership Team that is aligned, has clarity of purpose and the strength to implement successful change programmes;
- Lead and inspire the organisation's workforce, developing and instilling a culture of high performance and child centred practice;
- Be responsible for the strategic and operational planning to deliver the Trust's aims and objectives;

- Have strategic responsibility for the management, deployment and control of budgets and financial resources, and ensure services deliver excellent value for money;
- Ensure the Trust has the resources required to deliver the strategy and operate as effectively as possible;
- Work with the Board in developing effective external relationships to help in securing the aims of the Trust, exercising appropriate influence beyond the scope of the contract and maximising the resources available to undertake its work;
- Ensure a robust performance management culture is embedded within the Trust including setting clear and measurable targets to continually drive improvement.

### **3. Service Delivery**

The Chief Executive will lead the organisation to ensure that a high-quality forward-thinking service is delivered, monitored and reported on. In doing so the Chief Executive will:

- Establish and maintain effective partnership working arrangements including reports and communication links with Members of the Trust, the Board of Directors, the Council's Chief Executive and other senior officers, key partners and stakeholders, including schools, health services, the Police and voluntary sector organisations;
- Listen to and engage service users – children, young people and families, to champion their interests to ensure needs are understood and achieved;
- Consult with and actively engage partner organisations and local communities, in the development of services in order to deliver a programme of sustained improvement;
- Ensure that the range of services commissioned or delivered by the Trust, address the needs of all children and young people in the area including the most disadvantaged and vulnerable, and their families and carers.
- Ensure the effective provision and delivery of children's services within agreed budgetary constraints, and by working in collaboration with key stakeholders and services users;
- Contribute to effective safeguarding and promoting the wider welfare of children and young people across Bradford through the local safeguarding board;

### **4. People management**

The Chief Executive will act as a conduit between the board and staff, ensuring that key messages and objectives are filtered through to the staff. They will role model the values and behaviours of the organisation, setting the culture. In doing so the Chief Executive will:

- Establish and maintain effective means of communication with all staff and maintain good relationships to promote a climate of positive industrial relations, through regular consultation and the timely resolution of issues;
- Ensure that there is in place an effective and dynamic children's workforce development strategy, to deliver an appropriately skilled and competent workforce and to promote continuous service improvement;
- Promote equality and inclusion across all service provision and in employment practices, through best practice, personal example and appropriate policy initiatives;

- Ensure the Council and the Company demonstrate compliance with their statutory obligations as exercised through the contractual arrangement, including meeting health and safety legislation.

## **5. Financial Planning and management**

The Chief Executive will be responsible for the organisation's sound financial management. In doing so the Chief Executive will:

- Present an annual plan and budget for the Board of Director's approval;
- Ensure expenditure is controlled within the parameters of the annual budget and effectively managed and monitored
- Ensure budgets are transparent and fully accounted, that opportunities to deliver improved value for money, and to explore alternative sources of funding are actively explored;
- Provide the Board with comprehensive, regular reports on the revenues and expenditure of the Company;
- Ensure that the organisation complies with all legislation covering taxation and payments;
- Seek innovative ways for the organisation to improve cost effectiveness and sustainability;

## **6. Risk management**

The Chief Executive will be responsible for ensuring the trust has a robust and effective risk management strategy in place, In doing so the Chief Executive will:-

- Ensure that the organisation identifies, evaluates and mitigates the risks in providing children's social care services to children and young people across Bradford;
- Identify, evaluate and mitigate the risks to the organisation's people (service users, staff, management, volunteers), property, finances, goodwill, and image, implementing measures to control and mitigate these risks;
- Ensure that the Board of Directors and the organisation carries appropriate and adequate insurance coverage;
- Promotes a culture that takes the management and mitigation of risk seriously.

## **7. The engagement and representation of the Trust**

The Chief Executive will lead in promoting the work of the trust, representing the organisation to a range of different people. In doing so the Chief Executive will:

- Establish, maintain and promote effective networks with all principal stakeholders;
- Promote good external relations by representing the Company at national, regional and local levels, at public meetings, and by dealing directly with press and media;
- Work to review, build and extend existing partnerships within the local community;
- ensure that the Trust is presented in an appropriate and professional manner to its stakeholders, directly and through the media;

- Represent the Trust in dealing with regulatory bodies and departments of central government;
- Understand the diverse nature of communities and needs within the local area.

This job description reflects the key responsibilities to be carried by the Chief Executive and will be reviewed as required to reflect changing need and circumstances in consultation with the post holder; it is not a definitive or fixed statement of responsibilities at any given time.

## Person Specification

Applicants for the position of Chief Executive of Bradford Children's Trust will be asked to provide evidence of examples of their experience and/or achievements in each of the following selection criteria listed in the Person Specification. These responses will be further developed and discussed with those candidates invited for interview.

## Experience, Knowledge and Skills

### Experience

It is essential that applicants demonstrate the following experience:

- A values led leader, having worked at a senior level in a multi stakeholder and political environment, with broad experience of developing people and high performing teams;
- Demonstrable track record of successful senior leadership and management, delivering improvement in Childrens services in a trust, service, local authority or comparable complex organisation;
- Financial control and budgetary management in a public sector setting, including establishing value for money and reducing costs;
- Providing effective and professional advice and guidance to Board Members, Members and key stakeholders in a public sector environment.
- Significant commercial or commissioning experience or knowledge to enable clear direction in the significant areas of spending.
- Strategy and policy development and implementation for larger organisations.
- Leading transformational change and service development leading to improved outcomes.
- At Director Level able to demonstrate a strong track record of identifying, developing and delivering opportunities for service development with strong negotiation skills.

### Essential Knowledge/Skills

Applicants will have demonstrated the following knowledge and skills:

- An understanding of the complexities involved in delivering high quality children's services;
- Educated to post graduate degree level or equivalent by experience in social care or a similar appropriate field with evidence of continuing professional development;
- Highly effective skills to challenge, support and improve the quality of services;

- Able to establish and communicate a compelling vision and strategy to key stakeholders internally and externally to achieve operational outcomes;
- Ability to work effectively with the Chair of the Board, and with the wider Board members;
- 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;
- Highly effective skills to performance manage and facilitate the development of staff to ensure continuing service improvement;
- Ability to provide strong and credible professional leadership; and
- Exceptional communication skills and the ability to communicate appropriately at all levels of the organisation.

## **Values and Behaviours**

Applicants will be able to demonstrate the following:

- Ability to promote a culture that emphasises high performance and continuous improvement;
- High expectations for themselves and others in achieving and delivering high quality public services;
- Strong, persuasive communication skills that can be adapted to meet specific audiences and differing situations;
- Team player able to work effectively at all levels of an organisation with the ability to influence.