

APPLICANT INFORMATION FOR:

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# Director of Family Resilience & Safeguarding

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**Date:** 26 May 2021

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# Welcome to Surrey

Thank you for your interest in the post of Director for Safeguarding and Family Resilience, an essential role in the Leadership Team of the Children, Families and Lifelong Learning directorate.

Following a very poor Ofsted inspection outcome in 2018, Surrey's children's services have been engaged in an ambitious and fast-paced programme to transform our practice and improve the experiences of Surrey's children and families whenever they need the involvement of our services.

The determined, family-centred leadership team has put in place many important changes to staffing structures, to social work practice and to programmes of work. Innovations such as the Family Safeguarding model, the Mockingbird model for foster care and the No Wrong Door approach to support adolescents in, or on the edge of, care have been brought in and now need to be sustained and embedded. In doing so, we have been supported by the Council's total commitment to children's outcomes as a priority, and by our partner organisations' willingness to work with us to secure the improvement.

The past year has been a challenging one, as the service has had to respond to both the Covid-19 pandemic and the sudden death of cherished DCS Dave Hill. But, as a recent [Ofsted Focused Visit Report](#) shows, we haven't let those challenges stand in the way of our progress. The report outlines clearly how far we have come in our improvement and what we need to focus on next. Our priority and our ambition is to be an excellent children's service, highly valued by the Surrey residents we support and the partner organisations we work with.

To lead the safeguarding aspects of this work we are looking for a Director of Safeguarding and Family Resilience who will have strategic leadership responsibility for the further improvements needed in early help, child in need and child protection practice, and will have line management responsibility for our early help and hubs, and two of Surrey's four social work quadrants. This is a vital post in the directorate, working especially closely with the Director for Corporate Parenting, and as a member of a broader directorate leadership team which is equally committed to service improvement. The role will suit someone who recognises how important family resilience is to safeguarding children and young people, and who expertly balances the need to support families with the requirement to keep children safe.

If you are excited about the prospect of leading significant change, of making a real positive impact in families lives and of being part of Surrey's upward trajectory towards success, then we will want to hear from you. If your exceptional skills, experience and understanding are matched by your passion and determination to achieve great outcomes for children, you will be a great match for us.

We have appointed Till Hill to support us with this recruitment and should you like to find out more please feel free to contact **Greg Hayes (07423 243415)**, or **Anita Denton (07725 554802)**. Or email [anita.denton@tile-hill.co.uk](mailto:anita.denton@tile-hill.co.uk) to arrange a time to speak.

We very much look forward to hearing from you.

**Rachael Wardell**  
Executive Director of Children, Families and Lifelong Learning  
Surrey County Council



# Advert

We've included below the advertisement for this role that appeared in the MJ. It gives further insight into the nature of the job, the challenges ahead and the ambition.



**LEAD GREAT CHANGE.  
INSPIRE GREAT OUTCOMES.**

**Director of Family Resilience and Safeguarding**

**£competitive**

At Surrey, we are on a fast paced and ambitious transformation programme which is improving the experience of children and families in need of our services. We have come a long way on our improvement journey, supported by the Council's total commitment to better children's outcomes. Significant changes to structures and social work practice have been made and we are innovating with approaches such as the Family Safeguarding model, the Mockingbird model for foster care and the No Wrong Door approach to support adolescents on the edge of care. There is much more to do as we continue our drive for better services and better outcomes for children. If you have the experience and skills to both lead and embed change, plus the passion and determination to achieve great outcomes for children and young people, then this could be a hugely rewarding role. For a confidential conversation, call **Greg Hayes (07423 243415)** or **Anita Denton (07725 554802)** at Tile Hill or email [anita.denton@tile-hill.co.uk](mailto:anita.denton@tile-hill.co.uk) to arrange a time to speak.

**Closing date: Sunday 27th June 2021**

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COUNTY COUNCIL

# CFLL Leadership Team 2021



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# About Surrey

## Our People

We employ people who share our values and are comfortable embodying our working principals, these become even more important as a leader and senior manager. This means any applicant to a post here will feel comfortable inspiring and leading others by:

- Being open and inviting – with everyone you work with in and out of the organisation.
- Being curious – actively seeking out good examples of good practice, people, ideas, expertise, behaviours and be informed and inspired by them!
- Assuming we are all adults – assume other people are capable, mature and have good intent, using language and actions to show them this.
- Being clear, concise and concrete – be clear and crisp about what you mean, and say clearly what you need from others and why.
- Attacking the plaque! – Clear the clutter, then keep it clear... don't add something new without clearing away the old.

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## Councillors and Cabinet

Surrey County Council has 81 County Councillors. The political composition of the Council is currently:

**47 Conservative**  
**14 Liberal Democrats**  
**16 Residents' Associations/Independents**  
**2 Green**  
**2 Labour**

You can find out more about the Council's Leader, Cabinet and previous election results by choosing the links below:

[Leader of the Council](#)  
[Chairman of the County Council](#)  
[Cabinet Members](#)  
[Political Balance of the 2021 Election](#)  
[Previous Election Results](#)

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# About Surrey

## Vision and priorities for Surrey County Council

Our vision and priorities for Surrey are set out in our [Community Vision for 2030](#).

Over the spring and summer of 2018, Surrey County Council engaged with residents, communities and partners across the county to understand what Surrey should look like by 2030. Informed by the conversations we had, we have been able to create a shared vision for Surrey. The council cannot deliver the Vision for Surrey alone, we will need the support and involvement of partners and residents.

By 2030 we want Surrey to be a uniquely special place where everyone has a great start to life, people live healthy and fulfilling lives, are enabled to achieve their full potential and contribute to their community, and no-one is left behind.

### Our ambitions for people are:

- Children and young people are safe and feel safe and confident.
- Everyone benefits from education, skills and employment opportunities that help them succeed in life.
- Everyone lives healthy, active and fulfilling lives, and makes good choices about their wellbeing.
- Everyone gets the health and social care support and information they need at the right time and place.
- Communities are welcoming and supportive, especially of those most in need, and people feel able to contribute to community life.
- We want our county's economy to be strong, vibrant and successful and Surrey to be a great place to live, work and learn. A place that capitalises on its location and natural assets, and where communities feel supported and people are able to support each other.

### Our ambitions for our place are:

- Residents live in clean, safe and green communities, where people and organisations embrace their environmental responsibilities.
- Journeys across the county are easier, more predictable and safer.
- Everyone has a place they can call home, with appropriate housing for all.
- Businesses in Surrey thrive.
- Well-connected communities, with effective infrastructure, that grow sustainably. To help understand how we established the Vision you can see the [evidence base \(PDF\)](#).

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We have clear strategies and plans in place so you can see how we're planning to play our part in making this Vision a reality. Watch the [Community Vision for Surrey 2030 video](#) to find out more.

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# Role Profile

**Leadership job family:**.....Organisational Level X  
**Job Title:**.....Director of Safeguarding and Family Resilience  
**Reports to:**.....Executive Director for Children, Families and Lifelong Learning  
**Directorate:**.....XXXX & XXXX?  
**Service:**.....XXXX & XXXX?  
**Grade:**.....PSXX  
**Date:**.....26 May 2021

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## Role Purpose

As a member of council's senior leadership team, Directors work with Executive Directors and other senior colleagues to support organisational transformation so that the organisation can deliver great services to residents. Working collaboratively with members, services across the council, partners and stakeholders they will deepen partnership working to deliver the council's objectives and priorities. They will promote innovation, efficiency and customer focus to deliver effective and sustainable services in a challenging financial environment.

This role is a member of the Children, Families and Lifelong Learning senior leadership team contributing proactively to directorate strategy, and playing a key role in improving outcomes for

children, young people and their families through the strategic leadership and delivery of social care services in designated locations. It will work collaboratively with internal and external partners and will lead the strategy for safeguarding, family support and early help provision across Children's services, ensuring safeguarding is at the heart of partnership working across Surrey.

The post holder will use clear and visible leadership skills to develop the vision for modern, cost effective, child- and family-centred social care services, with a focus on supporting those most in need of protection and care, to ensure that children, young people and their families receive the highest quality of provision.

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## Leadership

Work collaboratively with Executive Directors to develop the council's strategic approach to service delivery and business improvement to deliver the council's priorities.

Provide expert professional advice to Executive Directors and member portfolio holder(s) as required, and work collaboratively with senior colleagues to engage partners and colleagues across the organisation to deliver the strategic vision.

Provide professional leadership to staff, ensuring delivery of statutory and non-statutory responsibilities in line with agreed strategy and fostering a strong culture of standards, performance and accountability to deliver public value and efficiency.

Role model the council's behaviours and leadership expectations, and ensure that all approaches and outcomes are consistent with organisational and public service values.

Lead transformational change within area of responsibility using innovation and creativity to develop services to meet the changing needs of end users.

Foster strategic partnerships between and beyond services that promote sustainable service improvements and build organisational capacity, resources and resilience.

Look beyond the council's boundaries to identify innovative approaches and best practice that could deliver improved outcomes for the people of Surrey.

Develop and deliver business and operational plans focused on optimising the use of services and resources. Maintain effective budgetary control, while ensuring legal, regulatory and policy compliance within area of responsibility and that effective systems operate to manage performance and risk.

Work inclusively with a diverse range of stakeholders and provide leadership on equality issues to promote equality of opportunity.

Provide operational leadership and decision making as part of the on call Gold rota, working with local authority, health partners and blue light services in the event of a serious incident.

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# Key Functional/Service Accountabilities

Promote excellence in children’s social work practice, working within the service and across the wider partnership for children to define and clarify the role of the local authority in response to policy developments.

Build capacity and flexibility in the services managed to respond to the findings of service inspections, legislative changes and national policy developments to support improvement.

Work closely with the Director of Children’s Service (DCS) to ensure that the statutory obligations of the DCS in relation to children’s services are fully discharged.

Working closely with the Director of Corporate Parenting, lead the provision of children’s social care in designated locations driving a focus on preventative and early help services.

Ensure effective safeguarding of the most vulnerable children within designated locations fostering a culture of accountability to improve protection and challenge poor practice.

Lead on the development, effective provision and promotion of safeguarding and family support strategies across children’s services to secure better outcomes for children and young people and more resilient families.

Work closely with schools, the Health service and other agencies to drive forward and maintain an Early Help model of delivery that provides local, targeted, preventative, family support services and improved outcomes for Surrey’s children, young people and their families.

Drive the effective delivery of the children’s service referral hub to ensure that all concerns are promptly and efficiently dealt with and resulting data is proactively used to plan future service provision.

Champion the interests of parents, families and vulnerable children and young people across all related services. Across the directorate, play a major role in involving and listening to parents, carers, children and young people so that their voice and views inform and shape services and support.

Lead a professional team providing effective management and development of staff and a clear vision and direction for all.

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## Dimensions

### Financial

TBA

### Non-Financial

Assistant Director Early Help and Hub  
Assistant Directors Quadrants 1 and 2

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# Person Specification

## Education, training and work qualifications:

- High calibre degree or equivalent level qualification or ability to demonstrate intellectual ability of a significant level.
- A relevant professional social care qualification and registration with Social Work England or equivalent body.
- Evidence of continued professional, managerial and personal development in relevant professional area.

## Knowledge:

- Knowledge of the issues facing local government and the wider economy and how they impact relevant service areas.
- Up to date professional knowledge base of the key areas relevant to the role and deep insight into the relationship between different fields.
- Awareness of the legislation and guidance relevant to the role and the implications that changes to legislation may have, including Inspection Regulations and what it means to be Inspection ready.

## Skills and abilities:

- Ability to balance strategic leadership and direction with effective operational management.
- Ability to foster an open and trusting culture with the ability to lead change through others and inspire high levels of performance.
- Outstanding relationship management and networking skills, and the ability to foster joint working across service boundaries.
- Excellent analytical thinker able to apply a significant degree of evaluative judgement and provide practical and creative solutions.
- Able to identify economic, market and customer issues and use these to promote innovative business models, commercial partnerships and agreements to deliver greatest value.
- Political sensitivity with an ability to make progress in complex policy areas and a strong belief in the value of local democracy and accountability.
- Commitment to Surrey County Council's values and behaviours and equal opportunity policy, with an ability to demonstrate personal leadership on the importance of diversity.

## Relevant experience:

- Substantial experience, evidenced by a solid track record of success, leading a significant organisational function or service in a complex environment.
- Evidence of experience as a senior manager of social work services with a broad background in children's services and a track record of success fully delivering service improvement.
- Strong track record of partnership building and driving value for money.

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## Other requirements:

Politically restricted officer post.  
Satisfactory DBS clearance.

**BML ref: BML-2021-XX?**

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# Useful Links

**Directorate:**

<https://www.surreycc.gov.uk/council-and-democracy/departments/children-families-lifelong-learning-and-culture>

**Finance / Budgets:**

<https://www.surreycc.gov.uk/council-and-democracy/finance-and-performance>

**Leadership Team**

[www.surreycc.gov.uk/council-and-democracy/departments/leadership-team](http://www.surreycc.gov.uk/council-and-democracy/departments/leadership-team)

**Ofsted Focused Visit Report**

<https://files.ofsted.gov.uk/v1/file/50162959>

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# Recruitment Timetable

## **Applications close:**

Sunday 27th June

## **Initial interviews:**

W/c 5th July

## **Officer Interviews & Stakeholder Panels:**

W/c 19th July

## **Member Panel Interview:**

TBC

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### **How to apply:**

To apply, please submit an up-to-date copy of your CV, along with a Supporting Statement (of up to 3 pages). Documents should be submitted via [www.tile-hill.co.uk](http://www.tile-hill.co.uk)

### **Applications should include:**

- Full contact details
- The position you are applying for
- Names, positions, organisations and contact details for 2 referees (we will not contact referees without your permission)
- Notification of any dates when you are not available
- Current salary package

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# Contact Details

Greg Hayes

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For more information about Tile Hill, visit [tile-hill.co.uk](http://tile-hill.co.uk)