

JOB DESCRIPTION

Job Title	Head of Service Fostering & Kinship		
Directorate	Children & Families		
Reporting to	Service Director Children & Families		
Grade	Grade 5		
Evaluation ref:	RP229	Job Family ref:	
Role purpose			
<p>The Head of Service Fostering & Kinship is responsible for leading and managing the fostering and kinship services within Somerset Council. This role involves overseeing the recruitment, assessment, and support of foster carers and kinship carers, ensuring that all children and young people in care receive high-quality, stable, and nurturing placements. The post holder will work closely with the Service Director Children & Families to develop and implement strategic plans, policies, and procedures that align with national standards and local priorities. They will also collaborate with other agencies, stakeholders, and community partners to enhance service delivery and outcomes for children and families.</p> <p>The Head of Service will provide leadership and direction to teams of social workers, family and child practitioners and support staff, fostering a culture of continuous improvement, professional development, and safeguarding excellence.</p>			
Accountabilities			
<ul style="list-style-type: none"> • Lead and manage the fostering and kinship services, ensuring compliance with statutory requirements and best practice standards. • Develop and implement strategic plans, policies, and procedures to enhance service delivery and outcomes. • Oversee the recruitment, assessment, training, and support of foster carers and kinship carers. • Ensure that all children and young people in care receive high-quality, stable, and nurturing placements. • Monitor and evaluate service performance, using data and feedback to drive continuous improvement. • Collaborate with other agencies, stakeholders, and community partners to enhance service delivery and outcomes. • Provide leadership and direction to a team of social workers and support staff. • Foster a culture of continuous improvement, professional development, and safeguarding excellence. • Manage budgets and resources effectively, ensuring value for money and financial sustainability. • Represent the fostering and kinship services at internal and external meetings, forums, and events. 			

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Knowledge / Experience / Skills		
	Essential	Desirable
Knowledge		
Comprehensive understanding of fostering and kinship care legislation, policies, and best practices.	x	
Knowledge of child development, attachment theory, and trauma-informed care.	x	
Awareness of the local and national context of children's services.	x	
Understanding of safeguarding principles and procedures.	x	
Familiarity with performance management and quality assurance frameworks.		x
Knowledge of financial management and budgetary control.		x
Experience		
Significant experience in a senior management role within children's services.	x	
Proven track record of leading and managing fostering and/or kinship services.		x
Experience of developing and implementing strategic plans, policies, and procedures.	x	
Experience of working collaboratively with other agencies, stakeholders, and community partners.	x	
Experience of managing budgets and resources effectively.	x	
Experience of using data and feedback to drive continuous improvement.	x	
Qualifications / Registrations / Certifications		
Degree in Social Work or a related field.	x	
Registration with Social Work England.		x
Management qualification or equivalent experience.	x	
Postgraduate qualification in a relevant field.		x
Training in safeguarding and child protection.	x	
Continuous professional development in leadership and management.		x

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Skills		
Excellent leadership and management skills.	x	
Strong communication and interpersonal skills.	x	
Ability to build and maintain effective working relationships.	x	
Analytical and problem-solving skills.	x	
Ability to manage change and drive continuous improvement.	x	
Working Conditions		
<p>This role involves working within a dynamic and supportive local authority environment. Candidates should be prepared for the following conditions:</p> <ul style="list-style-type: none"> • Work Hours: Standard working hours with occasional requirements for evening or weekend work to meet project deadlines or attend community events. • Location: The primary work location is County Hall, with opportunities for remote work as per organisational policies. • Travel: Some travel within the local area will be required for meetings, site visits, and community engagement activities. • Work Environment: The role involves working both independently and as part of a team, with access to modern office facilities and resources. • Health and Safety: Adherence to all health and safety regulations is mandatory, ensuring a safe working environment for all employees. 		
Working Arrangements		
Somerset Council's dynamic Working Strategy will be applied to this position.		
Corporate Accountabilities		
<ul style="list-style-type: none"> • Provide clear leadership to deliver the Council's strategic priorities and meet the Council's financial targets, as a member of the Directorates Senior Leadership Team. • Update and advise Elected Members in respect of operational and policy issues in relation to the Service team or teams. • Lead the teams with a clear identity in terms of flexible and responsive ways of working, inclusive and diverse culture, and high level of employee engagement and wellbeing. • Undertake representational and communication duties on behalf of the Council to promote and protect the Council's interests in matters concerning their specialist areas. 		

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- Function as an ambassador for the Council promoting, both internally and externally, the Council's vision, strategic aims, and values.
 - Value the diversity of Somerset's communities ensuring equality of access and treatment in service delivery and employment.
 - Function as a role model for Somerset's vision and values. Promotes a culture of continuous improvement that encourages creativity and innovation to ensure services are efficient and develop the potential and flexibility across the Council and its workforce including the motivation and development of employees within the service team or teams.
 - Ensure that all service place a high value on customer responsiveness by demonstrating a commitment to meeting and involving the broadest range of direct and indirect service users, citizens, customer, and communities.
 - Support the delivery of the Council's key strategic aims and objectives ensuring understanding and commitment from staff from across the service.
 - Keep abreast of specific statutory or regulatory duties contained within the role to ensure any challenges and opportunities in the delivery of services are responsive, compliant, and well communicated to customers, communities, and business as appropriate.
 - Support Corporate and Directorate specific transformational change programmes with the aim of maximising efficiency, modernising services, and achieving better outcomes and opportunities for service users and customers.
 - Ensure flexibility in reacting to the needs of the Council, its' customers and partners supporting a culture of continuous improvement.
 - Ensure compliance with all relevant legislation, the Council's standards of conduct, organisational policy, and professional codes of conduct to uphold standards of best practise.
- Accountable for compliance with all relevant health and safety legislation and Somerset Council H&S policies.

Date: 03.04.25

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Job Description

Job Title: Deputy Director of Care Homes2Inspire

Reports to: Managing Director, H2I

Salary: In accordance with Somerset Grade 5 (Head of Service)

Purpose:

Reporting to the Managing Director, H2I the post-holder will have overall leadership responsibility for the management of the Somerset Strategic Partnership, developing and overseeing 10-12 registered children's homes, 20 high-needs, fostering households. The role also includes supporting a therapeutic education service (which is run by an Educational Trust), and its integration with the wider partnership.

The post holder will be part of the Homes2Inspire Senior Leadership Team and will play a lead role in engaging with external stakeholders and working with the Shaw Trust Commercial team to assist in the growth of the business.

The post holder will ensure the highest possible standards of care, quality, compliance, and professionalism are embedded throughout the whole organisation and their area of responsibility. They will be able to handle complex situations and multiple responsibilities simultaneously. They must be collaborative, with the ability to build strong and sustainable relationships at all levels of Homes2Inspire, wider Shaw Trust Group, Commissioners, Regulators and Key Stakeholders.

Main Duties and Responsibilities

1. Be on call outside of normal working hours providing guidance, support, and oversight to Homes2Inspire's Senior Leadership Team.
2. Manage and implement change to help grow the business and service.
3. Lead on the mobilisation of new H&H services within Homes2Inspire, ensuring all mobilisation timescales are adhered occurring within budget parameters.
4. Ensure standards in Children's Homes, Education and Fostering to meet current Children's Homes Regulations, Fostering Regulations and Ofsted Quality Standards, while also meeting the needs of the children and young people in care. Ensure that CQC registered services are fully compliant to the regulations.

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5. Ensure standards in semi-independent living accommodation, which is currently an unregulated service, are prepared to meet future Government (Ofsted) Regulations for this sector.
6. Ensure full compliance with all external regulatory bodies including Ofsted and CQC.
7. Support geographically dispersed sites to deliver/exceed contractual performance objectives and maintain agreed levels of occupancy for leaving care services.
8. Regular monitor performance data and outcomes along with Contractual Review meetings with Local Authority and Multi-agency panel meetings.
9. Ensure safeguarding and legislation is fully upheld and embedded within Homes2Inspire culture and managed effectively to safeguard children.
10. Ensure relevant care, pathway, placement and education, health, and care plans (EHCP) for each child and young person are monitored to improve outcomes for children and young people.
11. Manage the financial control of the business to ensure the efficient management of forecasts and budgetary parameters.
12. Display good commercial acumen to develop and produce operationally viable and cost-effective solutions to business development opportunities, developing and working on bids in line with legislation and customer specifications.
13. Deputise for the Managing Director of Homes2Inspire as appropriate and be a member of the Executive Management Team. With other colleagues of a similar level, ensure that there is a 24hrs 365days out of hours on call rota to provide support, guidance, and advice to the On-Call Managers.
14. Coach, support, and motivate direct reports to develop and enhance individual and team performance and to optimise service delivery.
15. Ensure safer recruitment standards are met, and all staff members are supported with personal and professional development and job-related learning.
16. Keep informed of current legislation, statutory and other guidance with regards to children and young people and cascading the information through the team.
17. Line manage staff as required by the Managing Director, H2I, this will include in the first instance the Responsible Individual for Homes and Horizons Children's Homes, the Head of the Therapeutic Education Service, the Fostering Manager, and the Project Manager.

Other

1. To undertake any further training as identified.
2. Ensure that safe working practices are followed in respect of COSHH and other Risk Assessment control measures.
3. Employees must comply with the provisions of 'The Health and Safety at Work Act 1974' and must take reasonable care for the health and safety of themselves and of other persons who may be affected by their acts of omissions whilst at work. Employees are also required to co-operate with their employer to enable them to

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perform or comply with any statutory provisions. The Trust's efforts to promote a safe and healthy working environment can only succeed with the full co-operation of its employees.

4. To understand, comply with and promote Shaw Trust Group's safeguarding policy and procedures. It is the responsibility of all employees to make the working environment safe and secure for all. Everyone must adhere to the 5 Rs in relation to possible abuse: Recognition, Response, Reporting, Recording and Referral. The Trust can only ensure its dedication to the protection of vulnerable people with the full cooperation of its employees.
5. The Shaw Trust Group has a Diversity and Inclusion Policy, and it is the responsibility of all staff to comply with this. The key responsibilities for staff under this Policy are set out in the Trust Code of Conduct.
6. To maintain the confidentiality about clients, staff, and other Shaw Trust Group business. The work is of a confidential nature and information gained must not be communicated to other persons except in the recognised course of duty. The post holder must meet the requirements of the Data Protection Act at all times.
7. Be aware of, promote and implement Shaw Trust Group's Quality and Information Security Management Systems.
8. To report to Line manager, or other appropriate person, in the event of awareness of any behaviour or practice with staff, children, young people and customers etc which falls below Homes2Inspire Code of Conduct.
9. Recycle and manage energy within your environment.
10. Ensure that good practice is shared across employment services and with the wider organisation.
11. Actively promote and embed the Shaw Trust Group's behaviours.

This role description is intended to provide a broad outline of the main duties and responsibilities only. The post holder will need to be flexible in developing the role in conjunction with the line manager. The post holder may be asked to carry out any other delegated duty or task that is in line with their post.

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Person Specification

Part One

Knowledge and Experience

- Significant experience within a senior management role in a multi-site organisation
- Full working knowledge of Children's Homes and Fostering Regulations
- Understanding of OFSTED Quality Standards
- Experience planning and leading strategic initiatives
- Able to show how to implement approaches to simplify complex processes and make efficiencies and savings
- Substantial recent experience of business partnerships across multiple complex organisations
- Demonstrable ability to quickly understand and resolve business issues and ideas, working closely with staff at all levels of the business
- A relevant qualification

Desirable:

- Mental Health or Clinical knowledge
- Experience related to merger and acquisition integration, organisational change management
- Experience of working with Local Authority contracts
- Social Work Degree/Equivalent Education Qualification
- Understanding of UK not for profit sector
- Experience of mobilising new business and services

Part Two

Skills and abilities

- Highly developed ability to verbally convey information to a range of audiences in a clear, inspiring, and confident way to achieve desired outcomes
- Excellent written communication skills to analyse interpret and present complex information e.g. strategies, programmes, mandates, business cases etc. in a clear and persuasive way for a wide range of audiences
- Highly developed ability to develop and maintain relationships at board and executive levels
- Highly developed ability to establish, develop and maintain relationships with a wide variety of people, including senior level individuals to achieve desired outcomes
- Highly developed ability to successfully influence and negotiate with others to achieve desired outcomes
- Highly developed leadership, management and team building skills, and working well with others as part of a team, coaching and giving support and recognising expertise in others
- Proven ability to control and manage a budget, keeping within financial limits, monitoring and forecasting income and expenditure, identifying possible shortfalls or overspends and taking timely and appropriate action

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- Excellent organisational skills with the ability to organise and plan own work and the work of others to deliver objectives on time
- Ability to identify opportunities and to research and evaluate their viability in order to achieve desired outcomes
- Proven ability to demonstrate initiative and creativity to achieve desired outcomes
- Be able to display an awareness, understanding and commitment to the protection and safeguarding of young people and vulnerable adults.

Desirable

- Proven experience of working with project management methodologies

Part Three

Leadership style and behaviours

- A strong commitment to high standards of service delivery and customer care
- Nimble business mind with a focus on developing creative solutions
- Strong project reporting skills, with a focus on interdepartmental communication
- Commitment to apply Shaw Trust's values and behaviours to all aspects of work
- Willingness to work flexibly in approach to work and/or work time requirements
- Have an understanding of and be able to demonstrate a commitment to Equal Opportunities and Diversity

Duration: Permanent (subject to 6-months' probation)

Eligibility: This post requires a Disclosure and Barring Service check at an Enhanced Level.