

Chief Executive Success Profile

Job Title:	Chief Executive Officer (CEO)
Location:	Flexible
Salary	c£155,000
Responsible to:	Chair of Cafcass / Secretary of State

Text to use for the recruitment process

This unique role requires an individual with presence and influence both within and outside of the organisation. She or he will be a trusted and respected leader with an ambitious and aspirational vision of delivering an outstanding social work service to circa 135,000 of the most vulnerable children and young people in England. Our Chief Executive must be an inspirational leader for all Cafcass staff and contractors – Cafcass being the largest children’s social care employer in England with a unique national role and profile.

The role of the Chief Executive is to shape Cafcass to be totally focused on achieving the best possible outcomes for children and young people using the resources available. Cafcass’ internal vision is that all of its services, front line and corporate, perform to an outstanding level and standard because for each child we work with, it may be their only chance of a safe and happy future.

The Chief Executive is accountable to the Board, the MoJ and to Parliament in various ways for the strategic leadership, management, planning and direction of all services provided by Cafcass and for the careful stewardship of public funds. She or he will ensure Cafcass maintains and continues to build on its 2018 ‘outstanding’ Ofsted rating, to become ‘consistently outstanding’.

Job Profile

1. Voice of the Child

Cafcass is the largest statutory organisation in the world with an independent responsibility to be the voice of vulnerable children in public and private law services. The Chief Executive will:

- Be a role model, internally and externally, for our requirement and commitment to be the voice of those children;
- Seek to understand what vulnerable children are experiencing and how to advocate for them within the parameters of our statutory role;
- Continue to involve and encourage the development of the Family Justice Young People’s Board, to further promote the voice of children and young people in the family justice system;
- Ensure that the service Cafcass provides to every child we work with is always good to outstanding;
- Adopt a zero-tolerance of poor practice and to take steps to reduce the quantum of poor services to children down to the irreducible minimum.

2. Leading and managing within the governance structure for Non-Departmental Public Bodies (NDPB's)

a) The Cafcass Board

- Support the Chair to be effective in his or her leadership and in developing and maintaining a high-performing Board, who scrutinise and challenge the Executive and add value to the performance of Cafcass;
- Provide considered, risk-assessed and reliable advice concerning the key issues facing Cafcass and how these should be dealt with;
- Acquire and retain the trust and confidence of the Chair and all Board members;
- As Accounting Officer for Cafcass, ensure the Board operates within Nolan principles and demonstrates the highest possible standards of governance;

b) Ministry of Justice

- As Accounting Officer for Cafcass, maintain and build upon an already strong working relationship between Cafcass and the MoJ at all levels;
- Negotiate a safe minimum budget for Cafcass annually as a priority;
- Support the MoJ Policy Team to develop operationally sound strategy and policy e.g., through piloting new initiatives which are viable, and which have potential future merit.

3. Leadership

The Chief Executive is responsible for the strategic leadership of the organisation, working in partnership with the Cafcass Board to ensure a clear strategic direction. Through personal and positional leadership and by encouraging appropriate devolved leadership, she or he will:

- Take Cafcass from its current Ofsted rating of outstanding overall, with outstanding leadership and good practice, to a more 'consistently outstanding' level, especially in front line practice;
- Play a critical role, along with central government, the judiciary and local authority children's services leaders, in delivering effective system-wide leadership for the Family Justice system as a whole;
- Continue to leverage the role as one of the few national leaders on the Family Justice Board and other national leadership forums (such as the Adoption and Special Guardianship Board), to deliver wholesale change, reform and continuous improvement across the sector;
- Continue to transform Cafcass, especially managing demand, improving productivity, performance and quality, and staying within budget – the three main pressure points.

4. Leading the largest children's social care workforce in the country

The Chief Executive will lead and inspire the organisation's workforce, ensuring the key priorities and objectives of Cafcass are understood by staff at all levels of the organisation, across frontline practice and corporate services alike. She or he will role model the values and behaviours of the organisation and ensure that Cafcass' leadership, management and staff group all play a part in setting the culture for the organisation. In doing so, she or he will:

- Be a trusted, respected and highly-visible leader, internally and externally, communicating and engaging with the workforce and all stakeholders to ensure a clear vision for Cafcass and the family justice sector is well-known and understood;
- Ensure that the workforce (both employed staff and Cafcass Associates) are properly supported, and feel that support in their work, emotionally demanding as it is;

- Maintain and improve upon high satisfaction and engagement levels in national and local staff surveys, promoting a culture of feedback as a means to informing and achieving continuous service improvement;
- Instil a culture of child-focus, momentum, pace and urgency (for vulnerable children and young people);
- Ensure that a dynamic strategy for workforce development is in place and remains fit for purpose to deliver a high-performing workforce for the next ten years, which is characterised by self-directed learning, professional development, health and wellbeing;
- Embed diversity and inclusion across all aspects of frontline social work practice and non-frontline corporate service provision, and in employment practices.

5. Engaging Stakeholders

The Chief Executive will build, maintain and develop effective and strong working relationships with all key stakeholders, other statutory agencies, voluntary and community sector organisations and service users. In doing so, she or he will:

- Maintain the status of a high-profile, highly relevant leader and figurehead for all stakeholders of Cafcass;
- Establish and maintain successful partnership arrangements that advance the priorities of Cafcass and of the wider family justice system, and which secure positive change for children and young people;
- Influence the development of social work practice and its inspection methodology in England, through use of the extensive evidence bases and datasets held by Cafcass;
- Where resources allow, support the development of statutory services with some of the same functions as Cafcass in other jurisdictions, either along 'Partner in Practice' lines or for mutual benefit.

6. Management

The Chief Executive will lead and manage the organisation to ensure delivery of the best possible services. In doing so, she or he will:

- Deliver regular step changes in performance, productivity, quality, diversity and inclusion, digitisation and managing public money;
- Build organisational capability for the future, ensuring we have the right skills and relationships to continue to deliver high quality services in a changing and challenging environment;
- Balance the need for prudence and caution when required and at other times, be innovative and entrepreneurial according to the situation or challenge, encouraging strong cultures such as a culture of urgency about meeting the needs of vulnerable children;
- Ensure Cafcass' services are nationally determined and locally delivered, with consistency in the way those services are delivered across the country;
- Hold senior and line managers to account for providing Cafcass' services to at least the level and standard set out in the Cafcass Operating Framework and other key policy frameworks;

7. Financial Management

The Chief Executive, as Accounting Officer, is responsible for the organisation's sound financial management and for safeguarding public monies in a way that is commensurate with an 'outstanding' organisation. In doing so, she or he will:

- Ensure that expenditure and income is effectively managed;
- Exploit opportunities to deliver improved value for money and potential alternative sources of funding;
- Seek innovative ways for the organisation to improve cost effectiveness and sustainability;

8. Risk and Opportunity Management

The Chief Executive is responsible for ensuring that Cafcass has robust and effective risk management strategies in place. In doing so, she or he will:

- Promote a culture at every level of Cafcass, which takes the management and mitigation of risk seriously and holds every individual staff member to account for this;
- Ensure that the organisation maintains robust systems for identifying, evaluating and mitigating the risks associated with providing social care services to children and young people nationally;
- Adopt an approach that recognises the opportunities that come with risk, and which need to be exploited, appropriately and with careful management, in order to advance the services that Cafcass and the wider family justice system provides to children and young people.

This job profile is not a definitive list of responsibilities but identifies the most important requirements of the role. The specific objectives of the post holder will be subject to review in consultation with the Chair of Cafcass, who will also appraise the performance of the Chief Executive annually. The Chief Executive is expected to carry out all such additional duties that fit with the role.

Person Specification

Applicants for the position of Chief Executive 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.

Successful candidates will be expected to be able to demonstrate a strong record across the range of criteria listed. These responses will be further developed and discussed with those candidates invited for interview.

Qualifications

An HCPC recognised Social Work Qualification is desirable, but not essential to this role.

Experience

It is essential that applicants can demonstrate the following experience:

- A track record of successful senior leadership and management in a complex organisation or organisations, delivering continuous improvement in services and recognised impact for service users and/or stakeholders;
- Successfully leading programmes of change, making good judgement calls and delivering outcomes;
- Effective strategic and operational resource management;
- Delivery of cost-effective services and achieving value for money in managing significant devolved budgets;

Essential Knowledge/Skills

Applicants will be required to demonstrate the following:

- An understanding of the complexities involved in delivering high quality social care services to children, young people and families;
- The ability to communicate effectively with and understand children;
- Highly effective skills to challenge, support and improve the quality and delivery of best practice frontline social work services;
- The ability both to lead, and to oversee the effective leadership and management of services necessary for Cafcass to achieve its ambitions and priority objectives;
- The ability to establish and articulate a vision and strategy for an organisation the size and breadth of Cafcass, and the ability to lead, motivate and engage staff;
- The ability to work effectively with the Cafcass Board;
- Political astuteness and an ability to establish positive working relationships with key external stakeholders, engendering confidence and respect;
- Effective analytical skills and the ability to set and achieve demanding objectives;
- Highly effectively skills to performance manage and facilitate the development of staff to ensure continuing professional development and service improvement;
- Problem solving and conflict resolution skills.

Behaviours

Applicants will be able to demonstrate the following:

- Approachability, honesty, integrity and a strong set of values around the rights and voice of the child;

- The ability to inspire, and to promote a culture that emphasises high performance, high impact and continuous improvement;
- An entrepreneurial approach to developing and improving service provision through the most efficient and effective use of resources;
- High expectations for themselves and others in achieving and delivering high quality public services;
- Strong influencing skills that can be adapted to meet specific audiences and differing situations;
- Strong proactivity in meeting the needs of children, young people and families.