

Children's Services Recruitment

Candidate Pack

July - August 2025



LONDON BOROUGH OF
HARROW



Penna
An LHH brand

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1. Welcome from Parmjit Chahal

Dear Candidate,

Thank you for your interest in joining the London Borough of Harrow Children's Services leadership team.

This is a pivotal moment for us. Following our ILACS and the remodelling of our senior leadership team, and I am excited to recruit to three key posts.

I am looking for senior leaders who share my passion and high standards of practice in delivering key services to children and families across Harrow. Your work will have a lasting and positive impact on our children, young people, and their families. We are currently recruiting to three key roles:

- **Director of Children's Safeguarding**

- **Assistant Director – Quality Assurance and Practice Improvement**
- **Head of Service – Corporate Parenting**

Each role is critical to our journey to improve our service further. Our ambition is more than just being rated 'Good' again, but to become truly outstanding.

Our new Head of Service will lead improvement in Corporate Parenting – bringing energy, ambition and a strong track record of delivery to a team that is motivated and ready to improve.

Our Assistant Director for Quality Assurance and Practice Improvement will be entrusted with driving quality assurance, performance and improvement, while supporting our workforce in delivering high quality and consistent practice.

And our new Director of Safeguarding will provide visible, values-led leadership to our frontline services – ensuring children are protected and social work is both rigorous and relational.

Harrow is one of London's most diverse boroughs, and a strong ethos of inclusion. The council is a great place to work, and we have high aspirations for our children and staff.

Staff feel valued here, and many return – as I did. That's thanks to a culture of high support, shared responsibility and a clear focus on getting it right for children.

There's a lot to deliver, the foundations are firmly in place, including aspirational and committed staff, improving practice, and a strong team ethos. What we now need is to strengthen our leadership team further.

If you're looking for a role where you can make a real impact – and help shape a better future for children in Harrow – we'd love to hear from you.

For a confidential conversation, please contact our recruitment partner **Andrew Tromans** at **Penna** on **07805 226301** or **andrew.tromans@penna.com**.

Warm regards,



Parmjit Chahal

Strategic Director of
Children's Services
London Borough of Harrow

2. Director of Children's Safeguarding

Salary: Up to £136k

Location: Harrow with hybrid working available

Following our recent ILACS and the remodelling of our senior leadership team, we are entering a new phase of purposeful and sustainable improvement. With strong political support, a dedicated workforce, and a clear, ambitious improvement plan, we are well-placed to make real progress – and we're looking for outstanding leaders to join us and help us drive that change.

As **Director of Children's Safeguarding**, you will lead statutory services for children in need of help and protection, children in care, and those on the edge of the youth justice system. It's a broad and impactful portfolio, including oversight of early help services, family support, and our relationship-based practice model. With a delegated budget of £24.9m and a multidisciplinary workforce, you will shape culture, build stability, and drive service transformation at pace.

You'll be a key member of the directorate leadership team, reporting directly to the Strategic Director and representing the council with partners, regulators, Members and communities.



You'll also play a crucial role in embedding improvement activity, preparing for future inspections, and ensuring high-quality practice across all operational teams.\

This is a role for a values-led, resilient leader with the confidence to lead change and the experience to navigate complexity. You'll bring deep understanding of statutory safeguarding responsibilities, a commitment to integrated working, and a passion for improving outcomes for vulnerable children and families.

In return, you'll join a diverse, ambitious borough at a time of real purpose. Harrow has strong foundations, a collaborative culture, and the kind of political and corporate support that makes progress possible.

To find out more, please contact our retained consultant Andrew Tromans at Penna on 07805 226301 or at andrew.tromans@penna.com.

Closing date: Sunday 10th August, 2025.

3. Assistant Director – QA & Practice Improvement

Salary: Up to £114k

Location: Harrow with hybrid working available

Harrow is at a turning point. Following a recent Ofsted inspection, we are investing in new leadership capacity to secure the progress we know is possible – and needed. We have strong political support, committed teams, and the foundations to improve. Now we are looking for the right leadership to turn potential into impact.

As Assistant Director for Quality Assurance and Practice

Improvement, you'll be at the centre of our improvement journey.

Reporting directly to the Strategic Director, you will lead on practice development, workforce standards, and inspection readiness across children's social care, education, and youth justice.

This is a role for a visible, values-led leader with a clear understanding of what great practice looks like – and how to embed it. You will be my “eyes and ears” across the service, ensuring our managers and practitioners are well supported, our performance data is used with purpose, and our quality assurance framework is focused, fair and effective.



You'll also lead our Principal Social Worker function and take strategic oversight of professional development, practice audits, safeguarding partnerships, and inspection planning.

From regulatory compliance to culture change, you will play a vital role in ensuring we're building a confident, capable, and high-performing service.

To succeed, you'll bring senior leadership experience in children's services, a strong grasp of statutory frameworks, and the credibility to influence across professional boundaries. Just as importantly, you'll understand how to support a workforce under pressure – and how to inspire them with clarity, empathy, and purpose.

This is a chance to make a lasting difference in a borough with ambition. We're realistic about the work ahead – but we are clear about where we're going, and committed to getting there.

To find out more, please contact our retained consultant Andrew Tromans at Penna on 07805 226301 or at andrew.tromans@penna.com.

Closing date: Closing date: Sunday 10th August, 2025.

4. Head of Service for Corporate Parenting

Salary: Up to £95k

Location: Harrow with hybrid working available

At Harrow, we are building a new leadership team to take our children's services forward. Following a challenging Ofsted inspection, we are investing in the people, systems and culture that will drive sustainable improvement. We have a dedicated workforce, strong political backing, and a clear, accelerated plan for change.

As **Head of Service for Corporate Parenting**, you'll lead a broad and high-impact portfolio: children in care, care leavers, fostering and adoption, UASC, residential provision, and our access to resources function. You'll ensure that our children receive safe, stable and ambitious care – and that our care leavers are supported to thrive into adulthood.

This is a critical role in our improvement journey – and a chance to make a real, lasting difference. You will work closely with our Director of Social Care and Strategic Director to ensure strong practice, effective supervision, and a high-performance culture across all your teams. You'll also support inspection preparation and the ongoing implementation of national reforms, ensuring we deliver against our corporate parenting responsibilities with purpose and pride.



We are looking for a confident and compassionate leader who brings deep experience of statutory services and a clear understanding of the corporate parenting role. You'll have the skills to manage risk, the drive to embed improvement, and the empathy to build strong relationships with children, carers, and professionals.

Harrow is one of London's most diverse boroughs, and we are proud of the richness of our community. You will find a collaborative culture here – one that values honesty, challenge, and shared ambition. We know there's work to do – but we are committed to getting it right.

If you're ready to lead change and build a service where children in care and care leavers are supported to flourish, we'd love to hear from you.

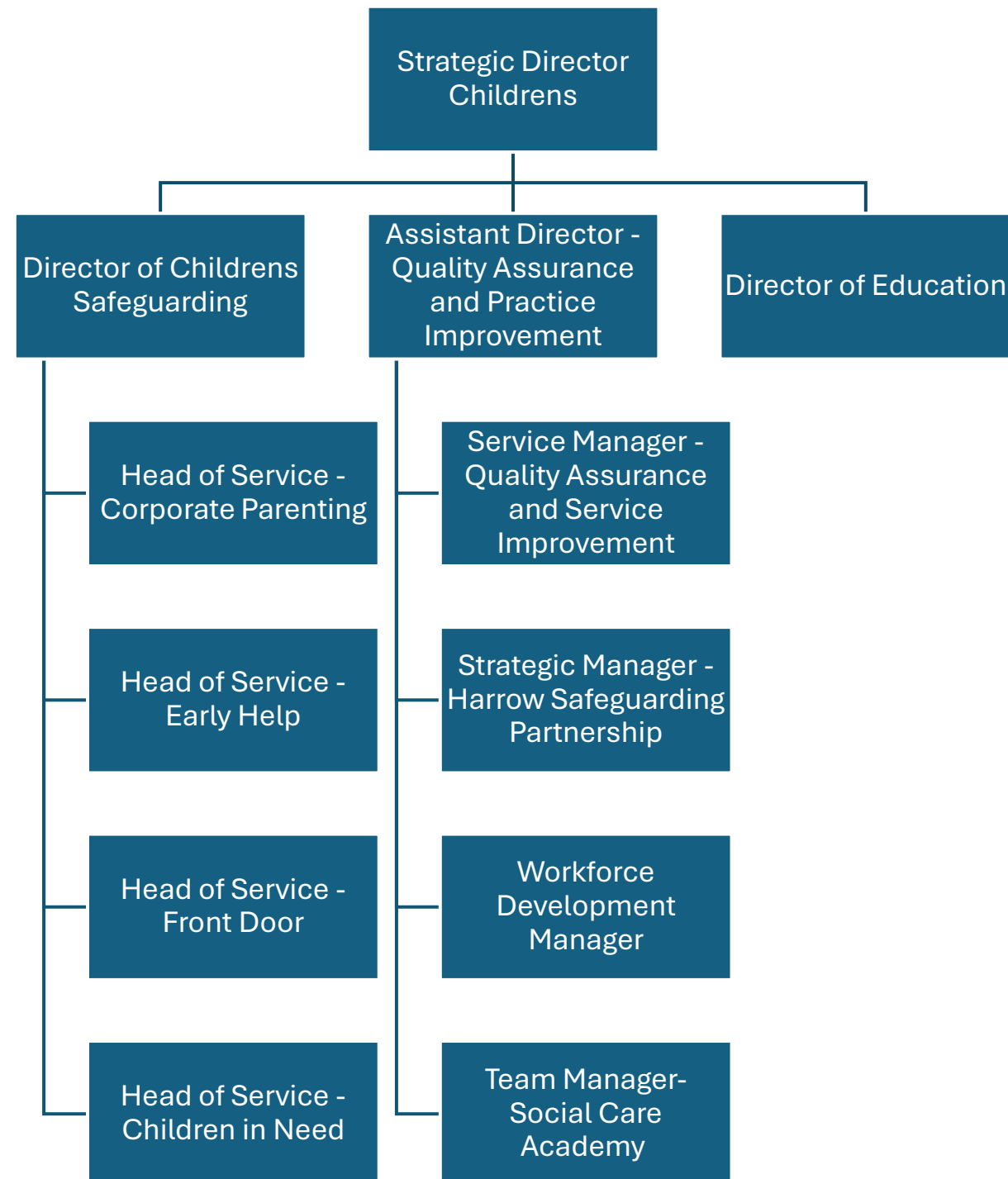
To find out more, please contact our retained consultant Amin Aziz at Penna on 07709 514141 or at amin.aziz@penna.com.

Closing date: Sunday 17th August, 2025.



Be Courageous, Do It Together, and Make It Happen.

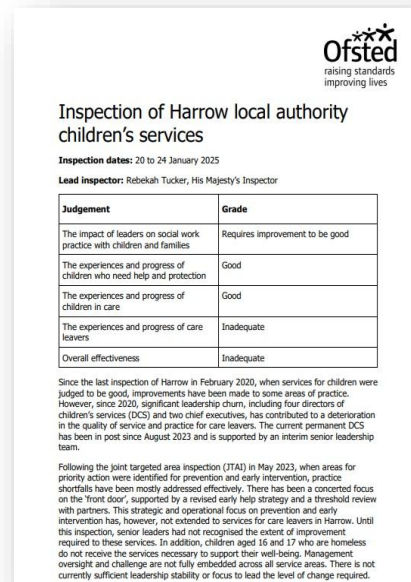
5. Organisational Chart



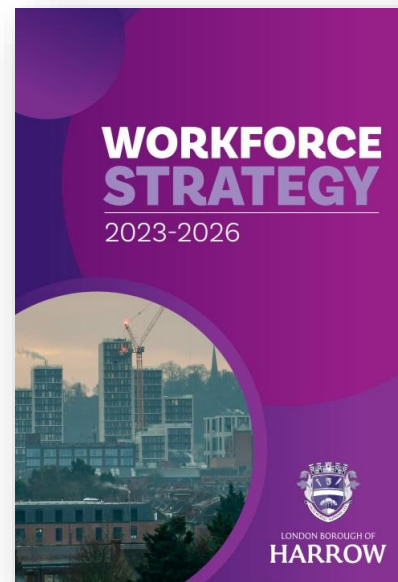
6. Further Reading



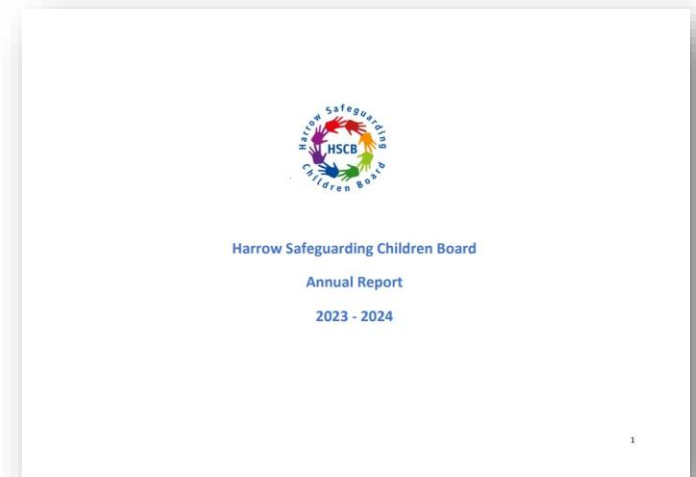
Council Plan
https://www.harrow.gov.uk/downloads/file/33089/HAR_CORPORATE_PLAN_2025_WEB.pdf



Ofsted Inspection
<https://files.ofsted.gov.uk/v1/file/50270419>



Workforce Strategy
<http://bit.ly/3lfsHrE>



Harrow Safeguarding Children Board – Annual Report
<https://harrowsafeguarding.org.uk/scp/hscb-annual-report/>

7. How To Apply

This guidance contains important information to help with your application:

- (i) Please apply by submitting a CV and Cover Letter (no more than four sides of A4 in length per document aligned to the person specification). Please also include your contact details.
- (ii) Please ensure your full employment history is outlined in your CV; where there are essential criteria, competencies and/or qualifications please make clear how you meet these. We may wish to verify this information during the recruitment process.
- (iii) Please provide the details of two referees. Note that we will only approach referees for candidates proceeding to final selection and only with your permission. Please clearly indicate whether we can approach each referee before the selection date.
- (iv) Please share with us in your Cover Letter the values and behaviours that you bring to your leadership, and how you will transfer your skills and experience into this role.

- (iv) Please complete the Equal Opportunities Monitoring Form when you upload your details via our website.
- (v) Please upload your application by the closing date – no applications will be accepted once the long listing process has begun.
- (vi) Please upload your application by the closing date – no applications will be accepted once the long listing process has begun.
- (vii) Following long-listing, you will be contacted directly by a Penna consultant to update you on the status of your application.
- (viii) Asking for adjustments – we're committed to making our recruitment practices barrier-free and as accessible as possible for everyone. This includes making adjustments or changes for disabled people, neurodiverse people or people with long-term health conditions. If you would like us to consider doing anything differently during the application, interview, or assessment process, including providing information in an alternative format, please contact us.

To apply for one of these roles, please visit the following link to upload your CV and Cover Letter:

<https://execroles.penna.com>

Please contact Andrew or Amin for a confidential discussion or for any information, insight or guidance about any of the roles or the recruitment processes:



Andrew Tromans

07805 226301

andrew.tromans@penna.com



Amin Aziz

07709 514141

Amin.aziz@penna.com

8. Interview Schedule

	Applications Deadline	Initial Interview	Final Interview
Director	Sunday 10 th August	w/c 18 th August	Thursday 4th or Friday 5th September (TBC)
Assistant Director	Sunday 10 th August	w/c 18 th August	Thursday 4th or Friday 5th September (TBC)
Head of Service	Sunday 17 th August	w/c 25 th August	Friday 12th September

- Please note the interview dates for each of the roles.
- Initial interviews will take place virtually, via Teams, whereas Final Interviews will take place in-person, in Harrow.
- Please advise us of any time constraints at your earliest convenience so that we can work around them or identify (where possible) an alternative date.

Penna Executive Search *Inclusive Leadership – Redefined*

At Penna, we specialise in connecting local authorities and partners with exceptional leadership in Children's Services. From Directors of Children's Services to Heads of Safeguarding and Early Help, we help organisations protect children, support families, and deliver transformational change through outstanding leadership.

Our long-standing partnerships with local authorities and children's trusts, combined with deep sector insight, set us apart. We understand the complexities of delivering statutory children's social care, the importance of preventative and strengths-based practice, and the ambition behind improving outcomes for children and young people.

We work with integrity, imagination, and determination to ensure every placement is a perfect fit. Whether you're looking to transform safeguarding, build stronger family support systems, or deliver outstanding education and care outcomes, our specialist team will help you find the leaders who can turn vision into reality.

At Penna, we don't just fill roles — we build leadership that creates safer, healthier, and more hopeful futures for children and families.

www.penna.com





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