



Havering

L O N D O N B O R O U G H

APPOINTMENTS SUB COMMITTEE AGENDA

6.00 pm	Monday 28 November 2022	Council Chamber, Town Hall
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Members 6: Quorum 3

COUNCILLORS:

Conservative Group (3)

Philippa Crowder
Viddy Persaud
Damian White

Havering Residents Association Group (2)

Ray Morgon
(Chairman)
Gillian Ford (Vice-
Chair)

Labour (1)

Keith Darvill

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AGENDA ITEMS

1 CHAIRMAN'S ANNOUNCEMENTS

The Chairman will announce details of the arrangements in case of fire or other events that might require the meeting room or building's evacuation.

2 APOLOGIES FOR ABSENCE AND ANNOUNCEMENT OF SUBSTITUTE MEMBERS

(If any) – receive.

3 DISCLOSURE OF INTERESTS

Members are invited to disclose any interest in any of the items on the agenda at this point of the meeting.

Members may still disclose any interest in an item at any time prior to the consideration of the matter

4 EXCLUSION OF THE PUBLIC

To consider whether the public should now be excluded from the remainder of the meeting on the grounds that it is likely that, in view of the nature of the business to be transacted or the nature of the proceedings, if members of the public were present during these items there would be disclosure to them of exempt information within the meaning of paragraph 2 of Schedule 12A to the Local Government Act 1972; and, if it is decided to exclude the public on these grounds, the Sub-Committee to resolve accordingly on the motion of the Chairman.

5 APPOINTMENT TO THE POSTS OF ASSISTANT DIRECTOR INTEGRATED SERVICES AND ASSISTANT DIRECTOR ADULTS SAFEGUARDING (Pages 1 - 36)

Report attached (appendices D and E not available to press or public).

Zena Smith
Democratic and Election
Services Manager



APPOINTMENTS SUB COMMITTEE

Subject Heading:	Appointment to the posts of Assistant Director Integrated Services and Assistant Director Adults Safeguarding
SLT Lead:	Barbara Nicholls – Director Adults Services
Report Author and contact details:	Hannah Thorogood – Business Manager Adults - 01708 432827
Policy context:	The Council's Constitution sets out in Part 3: Responsibility for Functions, Section 1.2: "Functions delegated to general council committees," that the Appointments Sub-Committee will appoint senior officers i.e. Director, Assistant Director and Head of Service (where reporting directly to the Director).
Financial summary:	There a small increase in costs each year (36k) that has already been aligned into the Adults budget

The subject matter of this report deals with the following Council Objectives

Communities making Havering	[X]
Places making Havering	[X]
Opportunities making Havering	[X]
Connections making Havering	[]

SUMMARY

This report details the outcome of the recent Organisational Change Restructure to formalise the Adults Senior Management structure at the correct Tier in the Council and seeks the Committee's approval of two appointments to Assistant Director roles following interviews by the Senior Leadership Team.

RECOMMENDATIONS

That the Committee confirms the appointments to the posts of Assistant Director Integrated Services; and Assistant Director Adults Safeguarding.

REPORT DETAIL

Background

An organisational change process consultation was launched on 27th September 2022 to restructure and correctly define (and grade) three posts that directly report to the Director of Adult Services. The consultation closed on 10th October 2022.

The three posts reporting to the Director, filled by substantive post holders, impacted by the restructure were:

- 1 x Safeguarding Service Manager G.11 (10003408);
- 1 x Head of Service Integrated Services G.12 (10000488); and
- 1 x Head of Service Business Management G.12 (10000490).

The restructure recognised that senior management roles reporting to the Director should be at Tier 2 in the Council structure in accordance with Council policy and Spans and Layers consideration. However, the aforementioned posts were incorrectly aligned to Tier 3.

This alignment had been outstanding since the 2016 Senior Management Restructure. Although the posts were shown in the Council structure as directly reporting to the Tier 1 Director post, the existing Job Profiles that the substantive incumbents had still defined these three roles as Tier 3 roles reporting to a Tier 2 Assistant Director Role.

This was because when Adults Services was created as a separate directorate in its own right (Senior Management Restructure 2016), whilst the former Tier 2 Assistant Director post was deleted and a new Tier 1 Director post created, the then Tier 3 posts were not similarly deleted and new Tier 2 posts created. Adult Social Care became out of step with other directorates who have Assistant Directors reporting to Directors.

In 2019, the intention was to follow up the 2016 Senior Management Restructure with a further restructure to deal with these three posts but due to other operational priorities and then the COVID-19 pandemic this restructure and consultation did not take place.

As a result of the previous posts sitting at Tier 3 it had been necessary for some time to put in place market supplements and honorariums to appropriately reflect the workload, responsibility of the roles, and to ensure stability of the workforce.

Restructure Outcomes

The recent restructure dealt with the legacy issue from the 2016 Senior Management Restructure by deleting the current three (Tier 3 defined) posts and creating three new (Tier 2 defined) posts. The posts created in the restructure at Tier 2 were:

- 1x Assistant Director – Safeguarding – Adults G.13
- 1 x Assistant Director – Integrated Services – Adults G.15
- 1 x Assistant Director – Business Management – Adults G.13

The job profiles were reviewed as part of the consultation and amended to ensure the responsibilities and accountability of these senior management posts are appropriately reflected. These were then evaluated by HR and graded as tier 2 management posts. The new job descriptions are included for information at Appendix A, B and C.

Assimilation Arrangements

The restructure placed the three substantive post holders at potential risk of redundancy in accordance with the Council's Organisational Change Policy. Therefore a job matching process was carried out for the three new roles against the three previous job profiles. All three roles evidenced at least a 65% assimilation match and, in accordance with the policy, each of the existing post holders were ring fenced for the similar role in the new structure.

The Assistant Director – Business Management was a Direct Non-Competitive Assimilation as the post was a 65% match as the new post was only one grade higher. Under the Constitution–Staff Employment Procedure Rules, where, in the event of a restructure, an officer is assessed as having direct non-competitive assimilation to a post, the committee is not responsible for such appointments.

For the Assistant Director – Safeguarding post and the Assistant Director – Integrated Services post whilst there is a 65% assimilation there was technically a two grade increase in the proposed new roles. Therefore it was necessary for selection interview against criteria based on Job Description and Person Profile (JD/PP) for the two existing post holders in accordance with the Employment Procedure Rules. Furthermore, the Committee is designated as responsible for confirming such appointments.

Interviews and Outcomes:

The post holders ring-fenced to the Assistant Director – Safeguarding post and the post holder ring fenced to the Assistant Director – Integrated Services could not be directly assimilated into the new roles; however, as the posts achieved over a 65% assimilation match it was considered appropriate to hold an interview selection process.

The individuals were invited to interview on the 10th November 2022 before a panel consisting of the Director Adults; Director Regeneration; and the Strategic

HR Business Partner. The Panel agreed that both individuals should be appointed. The scoring matrix for both interviews are detailed at Appendix D and Appendix E.

The Panel requests that the Committee formally confirms these appointments.

IMPLICATIONS AND RISKS

Financial implications and risks:

The cost impact of this restructure is 36k per annum. This cost impact has already been explored and will be met from within the existing salaries budgets allocated to Adults. A zero based budget exercise was completed in 22/23 and the additional costs of this restructure have already been factored in to the various salaries budgets across the service. The proposals and costings have been reviewed by the Recruitment and Restructure panel and were authorised to proceed on 26 July 2022.

Legal implications and risks:

There are no legal implications arising directly. The recruitment and selection process has been managed in accordance with the Council's policies and procedures and has been supported by the oneSource HR service.

Responsibility for the appointment of senior officers is delegated to the Appointments Sub-Committee and should be undertaken in accordance with the procedures set out in the Staff Employment Procedures Rules as per Part 3, Section 1.2 of the Council's Constitution. The Committee may approve delegated arrangements for such appointments and the recommendation to the Committee meets these requirements.

Human Resources implications and risks:

The restructure consultation and implementation process, including interviews, has been managed in accordance with the Council's Organisational Change & Redundancy policy and relevant associated guidance. The staff involved have been assimilated and ring-fenced to the newly created roles through interviews that were carried out in accordance with the Council's Organisational Change & Redundancy policy and the Staff Employment Procedure Rules.

Equalities implications and risks:

An Equality Analysis is not appropriate nor required for this restructure as only three employees are impacted. Consequently, the outcomes of an Equality Analysis may identify protected characteristics of the staff involved.

ENVIRONMENTAL AND CLIMATE CHANGE IMPLICATIONS AND RISKS

There are no negative environmental or climate change implications or risks as a result of this Committee Report.

London Borough of Havering

Job Profile

Job Title: Assistant Director – Safeguarding Adults	Directorate: Adult Services
Service/Section: Safeguarding Adults	Post Number(s): New Post Job Evaluation Number: LGE101
Grade: G 13	Date last updated: New Post Date of last Evaluation: New Post

Main Purpose of the Job/Key Objectives:

- This is a key role providing professional leadership, practice guidance and strategic and operational direction on Adult Safeguarding and social care practice to all who are responsible for the delivery of Adult Social Care
- Provide leadership and strategic direction, including provision of high quality and consistent advice, guidance and support.
- Strategic oversight on the implementation of the safeguarding strategy for adults and ensure compliance with relevant standards and safeguarding legislation.
- Act on behalf of and deputise for the Director of Adult Services, covering director level meetings such as Senior Leadership Team
- Lead the management and oversight of the of the Multi Agency Safeguarding Hub (MASH) Team for Adults
- Lead the shaping of Safeguarding across Adults Service working closely with a range of stakeholders including community locality services, commissioned providers, Police, NHS services and the Safeguarding Adults Board
- This role is critical to delivering the Safeguarding Adults agenda in Havering and ensuring that all agency partners fulfil their duty to collaborate effectively and competently
- Inspire and support front line staff to deliver best practice and support them when cases are complex and challenging
- Work closely with the Joint Commissioning Unit and supporting commissioned providers where there are concerns about quality, practice or Adult Safeguarding. Provide professional leadership and advice regarding Adult Safeguarding and the Care Act to commissioned social care providers, directly and through working with JCU
- Work closely with the Safeguarding Adults Board and key partners such as the CCG, Police, Probation and NHS providers on all matters related to Safeguarding, quality and social care practice
- Be an active member of the Corporate Leadership Team, representing Adult Services and leading on various CLT/SLT initiatives and on specific transformation activity to develop and deliver on strategic objectives as required

- Have a key role in managing complex complaints around safeguarding and MP enquiries and advising on the management of risk in complex cases
- Engage with Members as appropriate and as required by the role, including providing Member briefings in various forums
- Hold the role of Designated Safeguarding Adults Manager for London Borough of Havering
- Strategic oversight and implementation of Mental Capacity Act (MCA) and Deprivation of Liberty Safeguards (DOLS) and future Liberty Protection Safeguards (LPS)
- Ensure Adult Social Care is working within the requirements of legislative framework (Care Act 2014, Mental Capacity Act 2007, Deprivation of Liberty Protection Safeguards 2014, Health and Social Care Act 2008, Human Rights Act) and any other legislation or guidance as may be relevant, ensuring staff are equipped with the competencies required and supported to make changes where needed.

Job Context:

- This is a permanent post
- The post holder reports to the Director of Adult Services
- The post holder is a member of the Adults' Social Care Operational Management Team
- The post holder line manages the Team Manager and has overall responsibility for up to 20 team members in the area of safeguarding
- The post holder will provide professional supervisory support for up to 6 staff
- The post holder has Financial/Resources responsibility for managing the revenue budget for the service.

Professional Qualifications

- The post holder must hold a professional social work qualification and be registered with the Health and Care Professions Council (HCPC).

Experience:

- Experience of working at a senior level in Adult Social Care, evidenced by a clear understanding and practical experience of working to improve safeguarding and quality of practice
- Experience of effective working with cross sector partner agencies to deliver services and proven experience of quality improvement in practice.
- Experience of providing strategic direction at a senior level, ideally in a complex public sector organisation.
- Experience of managing quality standards and resource allocations to ensure outputs are of the required standard and to required timescales.

- Experience of driving continuous performance improvement
- Experience of providing clear business advice in a multifaceted working environment.
- Relevant experience of financial management within a large and complex public sector organisation.
- Experience of designing and implementing new ways of working, and leading culture change in a large organisation.
- Experience of working in local government or similar public sector environment.

Key Result Area	Expected End Result
Service Delivery	
<p>Manage and provide a strategic direction for Safeguarding across Havering. Lead the area of Safeguarding, ensuring that quality services are delivered</p> <p>Support and engage social care staff to promote and enhance practice to ensure practice informs management decision making and drives service improvements.</p>	<p>Effective triage of referrals and quality safeguarding investigations are carried out with an outcome focus.</p> <p>Compliance with statutory duties achieved in relation to service areas managed. The Service has clear direction, objectives are set in line with overall ASC strategy and quality assurance process in place.</p>
<p>As the operational lead of the Adult MASH service and Safeguarding establish effective internal and external working relationships various departments, partners and stakeholder notably Community Safety, Children's Services, Housing, as well as external partners such as health colleagues, Police, NELFT ensuring effective stakeholder engagement.</p>	<p>External relationships are built facilitating excellent partnership working to achieve effective and consistent professional standards and practice standards and practice that safeguard vulnerable adults.</p> <p>Seek opportunities to develop innovative and integrated practice that is transformational and also ensures the best possible use of resources, reduction of demand on more specialist services and improved outcomes for adults and their carers</p>
<p>Act as the Mental Capacity lead and develop expertise in mental capacity work for the local authority.</p>	<p>Safeguarding Adult Services is able to provide expert advice and support on MCA 2005 and carry out DoLS processed according to legislative requirements</p>
<p>Uses insight and experience in Safeguarding Adults audit work and quality monitoring to drive improvement</p>	<p>Good practice and learning points identified and shared from systematic audit and quality monitoring activity</p>
<p>Develop and maintain protocols, and systems that support best practice in preventing abuse, protecting adults at risk from abuse and dealing with abuse issues.</p>	<p>All protocols and policies up to date, fit for purpose and service user focused.</p>

Strategic Leadership and Management	
Effective partnership working with Joint Commissioning Unit (JCU) and Commissioned providers and Quality and Assurance Team and CQC and the CCG	<p>Ensure that providers are supported to deliver the best possible care to adults within their care and adults at risk are safeguarded.</p> <p>All Organisational Safeguarding Concerns are fully investigated and appropriate enforcement action is taken</p> <p>Ensure that Safeguarding Adults is evident in contracts and contract monitoring activity and that good communication is in place on SA issues.</p>
Raise service profile across the Borough and implement Pan-London and Havering Local Protocol, Policies and procedures to Safeguard Adults at risk from harm	Safeguarding Adult Services provides expert advice and support and ensures that Making Safeguarding Personal is embedded in practice and policy.
<p>Act as the supervisory body on behalf of the LA – have oversight of DoLS applications, authorisations, ensure compliance with legislation.</p> <p>Lead on the local and tri borough plan and implementation of LPS</p>	<p>Deprivation of Liberty Safeguards evidenced to be in the service users' best interests.</p> <p>Adult social care staff are fully compliant with Mental Capacity regulations and embedded this responsibility into practice</p>
Provide support to both strategic and operational perspectives and advise as required	Safeguarding Adults Board, Head of service, Service Managers and Team Managers have confidence in the type and level of support from the Service
Strong commitment to prevention and awareness training, supports initiatives in a multi-agency environment as well as promoting the understanding of Safeguarding Adults in the wider community	High level of awareness of safeguarding adults and action taken to prevent abuse where possible.
Drive a culture of continuous improvement and influence wider transformation across ASC, working closely with other Assistant Directors and stakeholders	Policy and process is continually reviewed on an ongoing basis, driving out efficiency, effectiveness, and economy. Reviews of service areas are robustly carried out so that services are sustainable
Provide Members with relevant briefings and information, as necessary. This includes writing committee reports and updates	Members are informed and briefed accordingly, ASC are professionally represented in a range of forums including committee meetings
Lead on the production of internal management reviews for serious case reviews/SARs, DHR, learning lessons reports	Learning is shared across the service and with partners. A culture of continual improvement is fostered. Learning from these reviews is implemented

Lead representative for Havering at high risk panels – Domestic Violence MARAC, MAPPA, Community MARAC, PREVENT	Adult social care is an active partner at key forums to ensure cross learning and information sharing to best support adults at risk
Act as the Person in a position of Trust (PIPOT) on behalf of the Safeguarding Adults Board	<p>In accordance with the Care Act 2014, robust oversight of individual complex cases and coordination and respond where allegations are made or concerns raised against anyone who works, whether employee, volunteer or student, paid or unpaid with adults with care and support needs.</p> <p>Safeguarding Adults Board is confident in PIPOT framework and outcomes</p>
Lead and direct the development /training that will safeguard adults from abuse and harm and improve practice and compliance.	Effective and up to date learning and development is available across the organisation that relates to relevant topics to ensure the Council workforce and providers workforce have access to suitable training and are appropriately skilled to carry out the complexity of work
To liaise with teams – operational and specialist – in relation to the implementation and interpretation policies and procedures	Assurance that policies and procedures are applied uniformly across the service
Transformation and Leadership	
Attend various corporate transformation boards and lead on aspects from an Adults perspective	Projects and programmes effectively delivered.
Chair various groups and forums as required.	Governance and engagement forums in place and effective.
Cover SLT and other senior meeting on behalf of the Director	Representation at senior level forums assured.
Staff Management and Organisational Development	
Lead the area of Safeguarding in line with HR policy, effectively managing performance and developing strategic organisational development through effective staff management	Staff fulfil their potential achieving overarching strategic objectives in a positive and productive environment, in line with Council values and the competency framework.
Deliver a supportive culture that nurtures talent and celebrates diversity.	Performance is effectively managed and a positive learning culture fostered.

Competency Profile

Competencies are a set of descriptions of personal behaviours required by people in their workplace.

Competency	Level	Criteria to be Evidenced (Description)
Communicating openly and effectively	D	<ul style="list-style-type: none"> • Uses communication and influencing skills to progress complex situations and achieve significant impact • Is able to effectively present to and influence large groups of people • Translates strategy into effective operational messages, easily understood at all levels • Demonstrates an in-depth understanding of organisational politics and uses this effectively • Creates and implements appropriate communication strategies to support complex projects • Ensures communication effectiveness throughout the business is continuously reviewed • Has knowledge of policy, procedures and legislation that support safeguarding children and adults activity, and communicates this to their staff • Knows what to communicate and where to report if they are concerned about an adult or child being at risk of abuse
Delivering excellent customer service	D	<ul style="list-style-type: none"> • Takes a leading role in organisational development and the continuous improvement of services for the benefit of customers • Identifies good practice and solutions, and integrates them into service provision • Translates customer and stakeholder feedback into strategic improvements • Forms strategic groups and partnerships to develop and improve services • Actively seeks out and recognises opportunities for developing new customer bases • Is aware and challenges, if necessary, organisational cultures that may lead to poor practice in safeguarding adults and children • Shows clear understanding of their role in identifying and reporting concerns regarding adult or child abuse
Achieving Results and Success	D	<ul style="list-style-type: none"> • Able to identify need and put a strategy/business case forward in response to changing needs of the organisation • Understands and considers the impact of external influences

		<ul style="list-style-type: none"> • Ensures work processes and projects are well targeted, resourced and managed to deliver strategic aims • Identifies and manages risk, taking appropriate steps in order to identify new and better ways of improving strategic performance • Works with managers, staff, partners and stakeholders to develop new initiatives that contribute to the development and performance of the organisation
Respecting Others	D	<ul style="list-style-type: none"> • Develops strategy that takes forward the Equality and Diversity agenda • Proactively incorporates ideas and concepts from diverse perspectives creatively in strategic planning and decisions and promotes understanding across the organisation • Considers the impact of new Government Policy, legislation, EU directives and guidance and integrates into strategy and plans • Works proactively with partner organisations to improve services for all • Respects confidentiality wherever appropriate • Upholds a high standard of fairness and ethics in words and actions
Empowering Leadership	Level 3	<ul style="list-style-type: none"> • Inspires, encourages and supports others • Understands broad political, economic and legislative trends, predicting what effect they will have on the organisation • Looks ahead where the organisation needs to be in the long term, linked to the vision • Compares performance with other organisations to set organisational goals • Is aware of their own leadership style and adapts to bring best out in others.
Driving Performance	Level 3	<ul style="list-style-type: none"> • Looks at data with a strategic eye and translates data and feedback into performance-oriented actions • Encourages actions and action-focused approaches • Translates strategic visions into realistic plans to drive performance • Works proactively with other departments to create an environment that fosters performance • Creates a performance management culture focused on achieving key objectives • Lead, develop and empower staff to provide a seamless service delivery
Operational Management	Level 3	<ul style="list-style-type: none"> • Identifies opportunities in local, regional and national activity, and secures external funding • Looks ahead and actively seeks to plan according to strategic changes • Uses information to anticipate service planning and operational management

		<ul style="list-style-type: none"> • Links budget to outcomes as well as corporate goals – e.g.: MTFS (Medium Term Financial Strategy) • Drives continuous improvement • Uses the information systems in place to measure performance against service and organisational targets
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Additional Requirements:

- The Council has a strong commitment to achieving equality of opportunity in its services to the community and in the employment of people. It expects all employees to understand, comply with and promote its policies in their own work, and to undertake any appropriate training.
- Comply with Health and Safety Regulations associated with your employment.
- Be aware of the council's responsibilities under the Data Protection Act 2018 for the security, accuracy and relevance of all personal data held on such systems and ensure that all processes comply with this.
- To treat all information acquired through your employment, both formally and informally, in strict confidence. There are strict rules and protocols defining employees' access to and use of the council's databases, any breach of which will be regarded as subject to disciplinary investigation.
- You may be required to work at any Council site.
- Demonstrate a flexible approach in the delivery of work within the service area. Consequently, the postholder may be required to perform duties not specifically identified in the job profile but which are in line with the general responsibilities of the post.
- Deal with any Safeguarding issues that might arise, in line with the Council's policies and procedures.

London Borough of Havering

Job Profile

Job Title: Assistant Director - Business Management	Directorate: Adult Services
Service/Section: Business Management Adult Social Care	Post Number(s): New Post Job Evaluation Number: LGE102
Grade: G 13	Date last updated: 13/07/2021 Date of last Evaluation: 13/07/2021

Main Purpose of the Job/Key Objectives:

- Assistant Director for the area of Business Management, which currently includes budgetary control, financial assessments and benefits, appointee and deputyship, complaints and information, systems maintenance, business support and business critical functions
- Provide leadership and strategic direction, including provision of high quality and consistent advice, guidance and support.
- To carry out cross service functions as required, currently in the areas of Complaints and Information and Systems Maintenance (covering Children's, Learning and Development and Adults Services).
- Act on behalf of the Director of Adult Services, covering director level meetings such as Senior Leadership Team.
- Engage with Members as appropriate and as required by the role, including providing Member briefings in various forums.
- Be an active member of the Corporate Leadership Team, representing Adult Services and leading on various CLT/SLT initiatives and on specific transformation activity to develop and deliver on strategic objectives as required.
- Develop and maintain a financial reporting and control system in line with corporate deadlines, to produce detailed monthly analysis of complex placement budgets for critical evaluation and management reporting purposes.
- Develop and maintain complex financial modelling of demand led budgets, to inform strategic direction as demand management tool.
- Oversee and lead on financial systems implementation and maintenance.
- Lead on programmes and projects pertinent to business requirements such as system development and other projects of a change giving nature.
- Member of corporate boards and lead on specific transformation activity to develop and deliver on strategic objectives.
- To lead on professional business improvements including the application of business process improvements and lean practices, and quality assurance frameworks.

- To oversee and critically assess business continuity, risk management and health and safety functions on behalf of Adult Social Care , fulfilling all corporate and service requirements.
- Policy lead for the Directorate, maintaining a policy database and mitigating business risk through clear policies being in place.
- To play a leading role in ensuring that the Services' savings targets are met through the delivery of business transformation projects and programmes and business modelling. Involves critique and analysis of savings plans and MTFS proposals.
- To manage the following functions and the staff involved in delivering these functions:
 - Financial monitoring and control
 - Business and service improvement
 - Compliance monitoring and evaluation against essential/fundamental standards and Regulator's frameworks
 - Complaints, compliments, information, member enquires and queries
 - Financial Assessments and Benefits
 - Appointee and Deputyship
 - Business Support
 - Systems development and maintenance
 - Monitoring outcomes framework for adult social care
 - Implementation and delivery of policy changes
 - Lead interface for risk based inspections and service reviews
 - Business planning on behalf of Adult Social Care
 - Policy development
 - Programme assurance and oversight
 - Governance assurance

Job Context:

- This is a permanent post
- The post holder reports to the Director Adult Services
- The post holder is a member of the Adults' Social Care Operational Management Team
- The post holder line manages up to 8 staff, with overall responsibility of up to 50 staff in the area of business management.
- The post holder has direct responsibility for Business Management Budgets c£3m, but coordinates budgetary control over all ASC budgets, totalling some £60m.

Professional Qualifications

- A professional qualification in an area of Business Management is desired e.g. a professional accountancy qualification, programme/project management qualification or other relevant management qualification such as Institute of Learning Management.
- Degree level education, or equivalent.

Experience:

- Experience of providing strategic direction at a senior level, ideally in a complex public sector organisation.
- Relevant experience of financial management within a large and complex public sector organisation.
- Experience of designing and implementing new ways of working, and leading culture change in a large organisation.
- Experience of leading projects and business transformation.
- Experience of working in local government or similar public sector environment.
- Fully proficient in using Microsoft Office software, including utilising Excel functions, Word and Powerpoint
- Experience of using multiple software systems for processing business tasks and information
- Experience of leading teams that work to tight deadlines in a fast paced, results-focused environment without compromising accuracy.
- Experience of managing quality standards and resource allocations to ensure outputs are of the required standard and to required timescales.
- Experience of providing clear business advice in a multifaceted working environment.
- Experience of driving continuous performance improvement

Key Result Area	Expected End Result
Strategic Leadership and Management	
<p>Lead the area of Business Management, ensuring that quality services are delivered across the range of functions. This currently encompasses finance, business process, complaints and information, financial assessment and benefits, business support, appointee and deputyship and business support.</p> <p>Cross work with various departments, notably Children's Services, Housing, Joint Commissioning Unit (JCU), Business and Performance, the Transformation Team and OneSource colleagues, as well as external partners such as health colleagues, ensuring effective stakeholder engagement.</p>	<p>All areas have clear direction, objectives set in line with overall ASC strategy (golden thread) and quality assurance process in place. Team ethos established with deliverables being demonstrated.</p> <p>Cross working with multiple stakeholders leads to synergy and optimum use of Council resources, developing a culture that is supportive and joined up in nature. External relationships are built facilitating excellent partnership working.</p>

<p>Drive a culture of continuous improvement in all areas of Business Management and influence wider transformation across ASC, working closely with the Assistant Director - Integrated Services.</p> <p>Ensure quality assurance framework is in place and embedded.</p> <p>Deliver transformation projects and programmes as required, instigate new projects and programmes in line with Council strategic direction (continuous improvement).</p> <p>To ensure that specialist functions such as HR, Finance, Commissioning, are linked with service functions in that service planning and projects are aligned.</p> <p>Provide Members with relevant briefings and information, as necessary. This includes writing committee reports and updates.</p> <p>Engage with a wide range of stakeholders (including external stakeholders) as required by the role.</p>	<p>Policy and process is continually reviewed on an ongoing basis, driving out efficiency, effectiveness, and economy. Reviews of service areas are robustly carried out so that services are sustainable.</p> <p>Quality assurance is assured.</p> <p>Transformation of services is coordinated with demonstrable outcomes and deliverables evidenced.</p> <p>Co-ordinated response to the delivery and efficient operations of the service including the outcomes for service users and carers.</p> <p>Members are informed and briefed accordingly, ASC are professionally represented in a range of forums including committee meetings.</p> <p>Engagement with multiple stakeholders is positive and learning from other organisations is enabled. The profile of the service is raised.</p>
<p>To ensure that professional business, administration and business support functions delivery a wide range of quality services in alignment with ASC objectives, under a matrix management structure.</p>	<p>High quality ways of operating across all the elements of the business and value added across ASC, with evidence of quality assurance demonstrated.</p>
<p>To lead on change initiatives and quality assurance framework and promote a forward looking and flexible approach to service development</p>	<p>Ongoing change transformational process and value for money outcomes demonstrated. Culture of continuous improvement embedded. Optimum end to end process in place.</p>
<p>To act as a business process improvement agent utilising the appropriate methodology and tools to support streamlined service delivery across multiple service areas, and to put in place appropriate governance forums as required.</p>	<p>Clear and concise communication between service areas leading to aligned service delivery with effective governance forums in place.</p>
<p>Services</p>	
<p>To add value to the business through leading on new ways of working, digitalisation, programme and project management.</p>	<p>Continuous improvement of business performance, process, policy and systems</p>

Financial and Performance Management	
<p>Develop and maintain a robust process for monitoring and controlling ASC placement budgets, by mapping activity to cost.</p> <p>Develop and maintain a robust forecasting system to project ASC assessed income,</p> <p>Oversee budgetary support for all of ASC.</p> <p>Put in place and maintain a clear reconciliation process, so that forecasts are evidenced and cross checks built into the process, with queries being picked up and resolved on an ongoing basis. Ensure the Financial Assessment process includes appropriate cross checks and reconciliation, where applicable, for example in the case of deferred payment agreements.</p> <p>Produce expenditure and income forecasts each reporting period, in line with corporate timetables, working in liaison with service managers, finance business and performance, JCU and the Assistant Director - Integrated Services.</p> <p>Produce reports for Director sign off each period, with corresponding narrative, to feed into the corporate reporting process.</p> <p>Develop and maintain complex modelling systems to map demand and cost of ASC budgets, projecting trends over a period of years, to act as an evidence based strategic planning tool.</p> <p>Oversee financial systems (currently ContrOCC and associated interfaces) ensuring systems are maintained and processes mapped, with ongoing updates and changes per various projects and business process reviews.</p>	<p>Budgetary control is assured across ASC placement budgets, income and all other staffing and non-staffing budgets, to give a holistic ASC financial projection each reporting period. A joined up financial reporting and control process is in place, with accountability and roles and responsibility being defined.</p> <p>Reconciliation process is established, robust, and completed in a timely manner, with queries being picked up and addressed on an ongoing basis.</p> <p>Corporate timelines met, quality assurance of projections in place and strategic analysis of the position enabled. Savings delivery tracked through monitoring process.</p> <p>Key messages on the projections are conveyed in quality narrative suitable for SLT and Member consumption.</p> <p>Business analysis enabled, with forward looking projections of demand and cost owned and understood by the business area and relevant stakeholders.</p> <p>Systems working well with appropriate governance in place to control changes and ensure effective collaboration when decision making.</p> <p>Continuous improvement of performance and systems</p>
<p>To have overall responsibility for the management of budgets falling within the remit of the post, ensuring adherence to the relevant Schemes of Delegation, Financial Regulations and Standing Orders</p>	<p>Assurance that services are delivered within financial constraints and regulations</p>

To take the lead role for financial monitoring, working closely with the Finance Team, and other Heads of Service.	Effective management of resources and adherence to budget limits alongside strategic planning.
To take a lead on financial planning by identifying the need for additional investment or the opportunity for savings, as required	Forward looking planning enabled, with a sound evidence base. Improved change transformational process and value for money outcomes.
To work with Procurement as required regarding the purchase of services and materials relevant to the remit of the post.	Appropriate acquisition enabling the Service to deliver effectively.
To apply lean principles to new processes and systems.	Value for money outcomes for all work undertaken.
Compliance Monitoring	
To oversee the Adult Social Care Executive Decisions (as appropriate), monitoring of compliance with the Council's Constitution and the Services' scheme of delegation of powers	Assurance that decisions are timely and support the delivery of services and meet statutory and constitutional requirements
To liaise with teams – operational and specialist – in relation to the implementation and interpretation policies and procedures	Assurance that policies and procedures are applied uniformly across the service
To ensure that customers are effectively dealt with in relation to queries, complaints, and compliments and that learning is evidenced.	High level of customer satisfaction in the handling of complaints. A learning organisation is enabled.
Work with internal audit on developing and delivering the ASC audit plan. Engage with audit as required to ensure compliance and that proper process and systems are in place.	Audits are targeted, add value and focus on relevant areas to manage risk and learn from audit outcomes.
Transformation and Leadership	
Attend various corporate transformation boards and lead on aspects from an Adults perspective Chair various groups and forums as required.	Projects and programmes effectively delivered. Governance and engagement forums in place and effective.
Cover SLT and other senior meeting on behalf of the Director	Representation at senior level forums assured.

Staff Management and Organisational Development	
Lead the area of Business Management in line with HR policy, effectively managing performance and developing strategic organisational development through effective staff management	Staff fulfil their potential achieving overarching strategic objectives in a positive and productive environment, in line with Council values and the competency framework.
Deliver a supportive culture that nurtures talent and celebrates diversity.	Performance is effectively managed and a positive learning culture fostered.

Competency Profile

Competencies are a set of descriptions of personal behaviours required by people in their workplace.

Competency	Level	Criteria to be Evidenced (Description)
Communicating openly and effectively	D	<ul style="list-style-type: none"> • Uses communication and influencing skills to progress complex situations and achieve significant impact • Is able to effectively present to and influence large groups of people • Translates strategy into effective operational messages, easily understood at all levels • Demonstrates an in-depth understanding of organisational politics and uses this effectively • Creates and implements appropriate communication strategies to support complex projects • Ensures communication effectiveness throughout the business is continuously reviewed • Has knowledge of policy, procedures and legislation that support safeguarding children and adults activity, and communicates this to their staff • Knows what to communicate and where to report if they are concerned about an adult or child being at risk of abuse
Delivering excellent customer service	D	<ul style="list-style-type: none"> • Takes a leading role in organisational development and the continuous improvement of services for the benefit of customers • Identifies good practice and solutions, and integrates them into service provision • Translates customer and stakeholder feedback into strategic improvements • Forms strategic groups and partnerships to develop and improve services • Actively seeks out and recognises opportunities for developing new customer bases

		<ul style="list-style-type: none"> • Is aware and challenges, if necessary, organisational cultures that may lead to poor practice in safeguarding adults and children • Shows clear understanding of their role in identifying and reporting concerns regarding adult or child abuse
Achieving Results and Success	D	<ul style="list-style-type: none"> • Able to identify need and put a strategy/business case forward in response to changing needs of the organisation • Understands and considers the impact of external influences • Ensures work processes and projects are well targeted, resourced and managed to deliver strategic aims • Identifies and manages risk, taking appropriate steps in order to identify new and better ways of improving strategic performance • Works with managers, staff, partners and stakeholders to develop new initiatives that contribute to the development and performance of the organisation
Respecting Others	D	<ul style="list-style-type: none"> • Develops strategy that takes forward the Equality and Diversity agenda • Proactively incorporates ideas and concepts from diverse perspectives creatively in strategic planning and decisions and promotes understanding across the organisation • Considers the impact of new Government Policy, legislation, EU directives and guidance and integrates into strategy and plans • Works proactively with partner organisations to improve services for all • Respects confidentiality wherever appropriate • Upholds a high standard of fairness and ethics in words and actions
Empowering Leadership	Level 3	<ul style="list-style-type: none"> • Inspires, encourages and supports others • Understands broad political, economic and legislative trends, predicting what effect they will have on the organisation • Looks ahead where the organisation needs to be in the long term, linked to the vision • Compares performance with other organisations to set organisational goals • Is aware of their own leadership style and adapts to bring best out in others.
Driving Performance	Level 3	<ul style="list-style-type: none"> • Looks at data with a strategic eye and translates data and feedback into performance-oriented actions • Encourages actions and action-focused approaches • Translates strategic visions into realistic plans to drive performance • Works proactively with other departments to create an environment that fosters performance

		<ul style="list-style-type: none"> • Creates a performance management culture focused on achieving key objectives • Lead, develop and empower staff to provide a seamless service delivery
Operational Management	Level 3	<ul style="list-style-type: none"> • Identifies opportunities in local, regional and national activity, and secures external funding • Looks ahead and actively seeks to plan according to strategic changes • Uses information to anticipate service planning and operational management • Links budget to outcomes as well as corporate goals – e.g.: MTFS (Medium Term Financial Strategy) • Drives continuous improvement • Uses the information systems in place to measure performance against service and organisational targets

Additional Requirements:

- The Council has a strong commitment to achieving equality of opportunity in its services to the community and in the employment of people. It expects all employees to understand, comply with and promote its policies in their own work, and to undertake any appropriate training.
- Comply with Health and Safety Regulations associated with your employment.
- Be aware of the council's responsibilities under the Data Protection Act 2018 for the security, accuracy and relevance of all personal data held on such systems and ensure that all processes comply with this.
- To treat all information acquired through your employment, both formally and informally, in strict confidence. There are strict rules and protocols defining employees' access to and use of the council's databases, any breach of which will be regarded as subject to disciplinary investigation.
- You may be required to work at any Council site.
- Demonstrate a flexible approach in the delivery of work within the service area. Consequently, the postholder may be required to perform duties not specifically identified in the job profile but which are in line with the general responsibilities of the post.
- Deal with any Safeguarding issues that might arise, in line with the Council's policies and procedures.

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London Borough of Havering Job Profile

Job Title: Assistant Director – Integrated Services	Directorate: Adult Services
Service/Section: Integrated Services	Post Number(s): New Post Job Evaluation Number: LGE100
Grade: G.15	Date last updated: New Post Date of last Evaluation: New Post

Main Purpose of the Job/Key Objectives:

- Provide leadership and the strategic direction for, and management of a range of services in support of adults with eligible social care needs and their carers and families, delivered in a range of settings, most frequently in partnership with other agencies and to ensure the Council's compliance with its statutory duties
- To provide leadership and accountability for statutory functions in relation to Adult Social Care, including provision of high quality and consistent advice, guidance and support
- To act as a Council's principal adviser for Adult Social Care and where appropriate, have strategic responsibility for directly delivered functions
- To ensure the highest standards of professional practice in case management work, in full accord with the Care Act and other relevant legislation and statutory guidance
- Ensure Adult Social Care is working within the requirements of legislative framework (Care Act 2014, Mental Capacity Act 2007, Deprivation of Liberty Protection Safeguards 2014, Health and Social Care Act 2008, Human Rights Act) and any other legislation or guidance as may be relevant, ensuring staff are equipped with the competencies required and supported to make changes where needed
- To provide leadership for the statutory and legislative requirements governing the provision of services by the local authority, ensuring continuous improvement in social work assessment and intervention to keep adults safe and to support the development of resilience and independence of adults with eligible needs, and their carers and families
- To ensure the effectiveness of the Council's operational Safeguarding Adult arrangements, securing the very best outcomes for adults who are at risk, as well as their carers and families
- To lead strategic partnership working and to actively support the effectiveness of the work of the Safeguarding Adults Board
- To manage the adult social care budget, driving savings, efficiencies and transformation across the Directorate and ensuring functions are financially sound with robust systems and processes
- To ensure early intervention and prevention is at the heart of all commissioning and provision
- Work closely with the Joint Commissioning Unit to effectively commission services for adults and their carers/families that ensure the highest quality and value for money possible
- Act on behalf of and deputise for the Director of Adult Services, covering director level meetings such as Senior Leadership Team

- Be an active member of the Corporate Leadership Team, representing Adult Services and leading on various CLT/SLT initiatives and on specific transformation activity to develop and deliver on strategic objectives as required
- Engage with Members as appropriate and as required by the role, including providing Member briefings in various forums
- Have a key role in managing complex complaints around social care and MP enquiries and advising on the management of risk in complex cases
- To provide analysis and interpretation of legislation and guidance to the Director of Adult Services, Elected Members, Service Managers and partner agencies

Job Context:

- This is a permanent post
- The post holder reports to the Director of Adult Services
- The post holder is a member of the Adults' Social Care Operational Management Team
- Direct Line Management of 3 Service Managers with an overall responsibility of 130 full-time equivalent staff
- The post holder has direct responsibility and coordinates budgetary control over all ASC budgets, totalling some £60m
- Deputise for the Director of Adult Services, as required

Professional Qualifications:

- The post holder must hold a professional social work qualification and be registered with the Health and Care Professions Council (HCPC)

Experience:

- Substantial proven leadership and a record of successful management, at a senior level within a multi-disciplinary public or private sector organisation
- Experience of working at a senior level in Adult Social Care, evidenced by a clear understanding and practical experience of working to improve safeguarding and quality of practice
- Experience of effective working with cross sector partner agencies to deliver services and proven experience of quality improvement in practice
- Experience of providing strategic direction at a senior level, ideally in a complex public sector organisation
- Experience of managing quality standards and resource allocations to ensure outputs are of the required standard and to required timescales
- Experience of driving continuous performance improvement
- Experience of providing clear business advice in a multifaceted working environment.
- Relevant experience of financial management within a large and complex public sector organisation
- Experience of designing and implementing new ways of working, and leading culture change in a large organisation
- Experience of working effectively with the community leaders, public and private sector bodies and other agencies
- Experience of managing change in a large multi-disciplinary organisation, including developing, leading and implementing strategies and initiatives, which cross service and professional boundaries

Working Conditions/Circumstances:

- This Assistant Director role will operate as designated emergency officers in the case of particular emergencies. Post holders will be responsible for specific service areas,

these service areas may be changed from time to time after consultation. This, therefore, requires some degree of flexibility

Key Result Area	Expected End Result
Service Delivery	
<p>Manage and provide operational and strategic direction and leadership for Integrated Services in Havering. Lead the Service ensuring that quality services are delivered</p> <p>Ensure that preventative work is carried out with vulnerable adults and their families across the Service</p> <p>Support and engage social care staff to promote and enhance practice</p> <p>Ensure practice informs management decision making and drives service improvements</p>	<p>The service aims and objectives are aligned to the strategic direction and customer focus of the Council</p> <p>Adults are supported through preventative approaches so that their needs are met and further risk is mitigated with appropriate interventions</p> <p>Compliance with statutory duties achieved in relation to service areas managed. The Service has clear direction, objectives are set in line with overall ASC strategy and quality assurance process in place</p>
<p>Establish effective internal and external working relationships various departments, partners and stakeholder notably Safeguarding Adults Board', Children's Services, Housing, as well as external partners such as Trust colleagues, ICB partners and NELFT ensuring effective stakeholder engagement</p> <p>Take a proactive role in promoting and strengthening partnership relationships in the public, private and voluntary sectors</p> <p>Maintain a contemporary knowledge of adult social service practice and the ability to manage, and negotiate the delivery of, often sensitive, personal services against a complex set of relationships between adults with care and support needs, the NHS, social workers, police and other stakeholders</p>	<p>External relationships are built facilitating excellent partnership working at a senior level to achieve effective and consistent professional standards and practice standards and practice that safeguard vulnerable adults</p> <p>Opportunities to develop, innovative and integrated practice that is transformational and also ensures the best possible use of resources, reduction of demand on more specialist services and improved outcomes for adults and their carers are sought</p> <p>Partnership relations reflect the Council's commitment to active partnerships with the community and improve the quality of life for citizens</p> <p>Relevant formal partnership arrangements, including Section 75 arrangements are appropriately managed</p>
<p>Ensure protocols and systems are maintained that support best practice in preventing abuse, protecting adults at risk from abuse and dealing with abuse issues</p>	<p>All protocols and policies up to date, fit for purpose and service user focused.</p> <p>Systems record pertinent information required to maintain and improve oversight of the work of the service</p>
<p>To ensure the highest standards of professional practice in adult safeguarding and case management work, in full accord with the Care Act and other relevant legislation and statutory guidance</p>	<p>Adults at risk or in crisis are protected from harm and supported to manage risk to achieve the outcomes that they wish</p>

Identification and management of adults that are in the highest categories of need or who, without support, would become adults in need, in line with best practice.	<p>Staff understand how to identify and support Adults and risk in accordance with policy and appropriate training is available and undertaken by staff</p> <p>Appropriate and timely referrals are made to Multi Agency Risk Assessment Conferences</p>
Strategic Leadership and Management	
Lead representative for Havering at high risk panels with internal stakeholders and key external partner's i.e. Discharge Working Improvement Group; and CHC dispute and exception panels and transition panels	Adult social care is an active partner at key forums to ensure cross learning, best practice and information sharing to best support adults
Providing strategic direction for In-house provider day opportunities services (Avelon Road and Yewtree Resource Centre) and related development	<p>The in-house day service provide high quality, preventative opportunities to clients and is supportive of their carers and families</p> <p>In conjunction with partners, opportunities innovative and integrate practice are explored</p>
Effective strategic working with the Joint Commissioning Unit (JCU) and Commissioned providers and Quality and Assurance Team and CQC and the CCG	Ensure that providers and partners are supported to deliver the best possible care to adults within their care and adults at risk are safeguarded
<p>Provide Members with relevant briefings and information, as necessary. This includes writing committee reports and updates</p> <p>Work with elected members and colleagues to develop the strategic direction and priorities of the service</p> <p>Providing analysis and interpretation, through the most effective route such legislation or regulations, relating to the work of the service divisions</p>	<p>Elected Members are advised, informed and briefed accordingly on key matters. ASC are professionally represented in a range of forums including committee meetings</p> <p>Service priorities are within the overall aims of the Council and positive working partnership with Elected Members is promoted and sustained</p>
<p>A detailed understanding and awareness of the inspection regime for the designated function</p> <p>To act as the main point of contact for the Care Quality Commission</p> <p>Advanced knowledge of the current legislation and statutory guidance relating to the designated function</p>	<p>The service and Directorate meets the need of any inspections and compiles fully with the process of inspection</p> <p>The service is led to embedded recommendations and best practice from inspections and has a culture of continuous learning and improvement</p>
Strong commitment to prevention and awareness training, supports initiatives in a multi-agency environment as well as promoting the understanding of Safeguarding Adults in the wider community	High level of awareness of safeguarding adults and action taken to prevent abuse where possible
Be a key partner involved in internal management reviews for serious case reviews/SARs, DHR, learning lessons reports,	Learning is shared across the service and with partners. A culture of continual improvement is fostered. Learning from

working closely with the Assistant Director or Safeguarding Adults	these reviews is implemented across the service
Lead and direct the development /training that will safeguard adults from abuse and harm and improve practice and compliance	Effective and up to date learning and development is available across the organisation that relates to relevant topics to ensure the Council workforce and providers workforce have access to suitable training and are appropriately skilled to carry out the complexity of work
Transformation and Leadership	
<p>Drive a culture of continuous improvement in all areas of Integrated Services and influence wider transformation across Adults working closely with other Assistant Directors and stakeholders</p> <p>Deliver transformation projects and programmes as required, instigate new projects and programmes in line with Council strategic direction (continuous improvement)</p>	<p>Policy and process is continually reviewed on an ongoing basis, driving out efficiency, effectiveness, and economy</p> <p>Reviews of service areas are robustly carried out so that services are sustainable. Transformation of services is coordinated with demonstrable outcomes and deliverables evidenced</p>
Attend various corporate transformation boards and lead on aspects from an Adults perspective	Projects and programmes effectively delivered
Chair various groups and forums as required.	Governance and engagement forums in place and effective
Cover SLT and other senior meeting on behalf of the Director	Representation at senior level forums assured
Financial and Performance Management	
Develop and maintain a robust process for monitoring and controlling ASC placement budgets, by mapping activity to cost.	Budgetary control is assured across ASC placement budgets, income and all other staffing and non-staffing budgets, to give a holistic ASC financial projection each reporting period. A joined up financial reporting and control process is in place, with accountability and roles and responsibility being defined
To take a lead on financial planning by identifying the need for additional investment or the opportunity for savings, as required	Forward looking planning enabled, with a sound evidence base. Improved change transformational process and value for money outcomes
Responsible for oversight of performance across the service and ensuring the service meets key statutory and local service quality standards.	Create a performance management culture focussed on achieving key objectives across the service
Responsible for the establishment of effective target setting and performance management systems within the service area.	Effective target setting and performance management systems within the service area. Improvement, transformation and service development plan are in place that set out clearly expectations and these are regularly reviewed

Accountable for key priorities and objectives and performance improvement across the service	<p>Staff developed and empowered to implement a corporate 'One Council' performance driven culture and deliver measurable service outcomes.</p> <p>An integrated approach to service delivery and the consistent achievement of agreed service outcomes.</p> <p>Continuous improvement of performance and systems</p>
Work with Joint Commission Unit and Assistant Director of Business Management to develop modelling systems to map demand and cost of ASC budgets, projecting trends over a period of years, to act as an evidence based strategic planning tool	Business analysis enabled, with forward looking projections of demand and cost owned and understood by the business area and relevant stakeholders
To apply lean principles to new processes and systems.	Value for money outcomes for all work undertaken.
Commissioning	
Work as part of the Operational Management Group to provide strategic leadership to support the Council's Commissioning activity	Ensure the delivery of priority outcomes for residents spanning Adults and their Carers/ Families and support professional leadership for the Council and across the service
To develop and implement agreed Commissioning Strategies, taking a lead on specific service developments as specified.	Commissioning strategies meet the needs of the service and its users and offer services that meet identified needs. Deliver the Council's priorities in terms of improved outcomes for residents
Support Commissioning in their work to include appropriate customer feedback channels and timely analysis in order that continuous improvement may occur	Customer experience is central to strategic and operational plans within the service
Staff Management and Organisational Development	
<p>Lead, develop and empower staff to effectively manage service provision; human and financial resources</p> <p>Lead the Service in line with HR policy, effectively managing performance and developing strategic organisational development through effective staff management</p> <p>Deliver a supportive culture that nurtures talent and celebrates diversity</p> <p>Responsible for the performance management of staff throughout the service and regular meetings are undertaken to share expectations</p>	<p>Provision of seamless service delivery</p> <p>Staff fulfil their potential achieving overarching strategic objectives in a positive and productive environment, in line with Council values and the competency framework</p> <p>Performance is effectively managed and a positive learning culture fostered</p> <p>A culture of continuous learning and development is implemented and promoted</p>

Identify the competencies and development needs of teams and individuals	
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Competency Profile

Competency	Level	Criteria to be Evidenced (Description)
Communicating openly and effectively	D	<ul style="list-style-type: none"> • Uses communication and influencing skills to progress complex situations and achieve significant impact • Is able to effectively present to and influence large groups of people • Translates strategy into effective operational messages, easily understood at all levels • Demonstrates an in-depth understanding of organisational politics and uses this effectively • Creates and implements appropriate communication strategies to support complex projects • Ensures communication effectiveness throughout the business is continuously reviewed • Has knowledge of policy, procedures and legislation that support safeguarding children and adults activity, and communicates this to their staff • Knows what to communicate and where to report if they are concerned about an adult or child being at risk of abuse
Delivering excellent customer service	D	<ul style="list-style-type: none"> • Takes a leading role in organisational development and the continuous improvement of services for the benefit of customers • Identifies good practice and solutions, and integrates them into service provision • Translates customer and stakeholder feedback into strategic improvements • Forms strategic groups and partnerships to develop and improve services • Actively seeks out and recognises opportunities for developing new customer bases • Is aware and challenges, if necessary, organisational cultures that may lead to poor practice in safeguarding adults and children • Shows clear understanding of their role in identifying and reporting concerns regarding adult or child abuse
Achieving Results and Success	D	<ul style="list-style-type: none"> • Able to identify need and put a strategy/business case forward in response to changing needs of the organisation • Understands and considers the impact of external influences • Ensures work processes and projects are well targeted, resourced and managed to deliver strategic aims

		<ul style="list-style-type: none"> Identifies and manages risk, taking appropriate steps in order to identify new and better ways of improving strategic performance Works with managers, staff, partners and stakeholders to develop new initiatives that contribute to the development and performance of the organisation
Respecting Others	D	<ul style="list-style-type: none"> Develops strategy that takes forward the Equality and Diversity agenda Proactively incorporates ideas and concepts from diverse perspectives creatively in strategic planning and decisions and promotes understanding across the organisation Considers the impact of new Government Policy, legislation, EU directives and guidance and integrates into strategy and plans Works proactively with partner organisations to improve services for all Respects confidentiality wherever appropriate Upholds a high standard of fairness and ethics in words and actions
Empowering Leadership	Level 3	<ul style="list-style-type: none"> Inspires, encourages and supports others Understands broad political, economic and legislative trends, predicting what effect they will have on the organisation Looks ahead where the organisation needs to be in the long term, linked to the vision Compares performance with other organisations to set organisational goals Is aware of their own leadership style and adapts to bring best out in others.
Driving Performance	Level 3	<ul style="list-style-type: none"> Looks at data with a strategic eye and translates data and feedback into performance-oriented actions Encourages actions and action-focused approaches Translates strategic visions into realistic plans to drive performance Works proactively with other departments to create an environment that fosters performance Creates a performance management culture focused on achieving key objectives Lead, develop and empower staff to provide a seamless service delivery
Operational Management	Level 3	<ul style="list-style-type: none"> Identifies opportunities in local, regional and national activity, and secures external funding Looks ahead and actively seeks to plan according to strategic changes Uses information to anticipate service planning and operational management Links budget to outcomes as well as corporate goals – e.g.: MTFS (Medium Term Financial Strategy) Drives continuous improvement

		<ul style="list-style-type: none"> • Uses the information systems in place to measure performance against service and organisational targets
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Additional Requirements:

- The Council has a strong commitment to achieving equality of opportunity in its services to the community and in the employment of people. It expects all employees to understand, comply with and promote its policies in their own work, and to undertake any appropriate training.
- Comply with Health and Safety Regulations associated with your employment.
- Be aware of the council's responsibilities under the Data Protection Act 2018 for the security, accuracy and relevance of all personal data held on such systems and ensure that all processes comply with this.
- To treat all information acquired through your employment, both formally and informally, in strict confidence. There are strict rules and protocols defining employees' access to and use of the council's databases, any breach of which will be regarded as subject to disciplinary investigation.
- You may be required to work at any Council site.
- Demonstrate a flexible approach in the delivery of work within the service area. Consequently, the postholder may be required to perform duties not specifically identified in the job profile but which are in line with the general responsibilities of the post.
- Deal with any Safeguarding issues that might arise, in line with the Council's policies and procedures.

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By virtue of paragraph(s) 2 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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