

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.