

**London Borough of Havering  
Job Profile**

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

<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>	<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>
<p><b>Strategic Leadership and Management</b></p>	
<p>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</p>	<p>Adult social care is an active partner at key forums to ensure cross learning, best practice and information sharing to best support adults</p>
<p>Providing strategic direction for In-house provider day opportunities services (Avelon Road and Yewtree Resource Centre) and related development</p>	<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>
<p>Effective strategic working with the Joint Commissioning Unit (JCU) and Commissioned providers and Quality and Assurance Team and CQC and the CCG</p>	<p>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>
<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>
<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</p>	<p>High level of awareness of safeguarding adults and action taken to prevent abuse where possible</p>
<p>Be a key partner involved in internal management reviews for serious case reviews/SARs, DHR, learning lessons reports,</p>	<p>Learning is shared across the service and with partners. A culture of continual improvement is fostered. Learning from</p>

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

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



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