

## **ROLE PROFILE**

Job Title	Assistant Director - [Performance and Supply Management Adult Social Services
Pay scale and spinal points	
Reports to	Director Adult Social Services
Service area	Adult Social Services
No of staff responsible for	7 Staff direct reports 80 including indirect reports across Performance and Supply Management Indirectly responsible for 550 people across Adult Social Services as part of Senior Management Team
Budget responsible for	£5.5m operational budget Financial Assessment Team bringing in approx £10m income Indirectly responsible with Senior Management for managing the market and supply of £90 m of care services.

### **Purpose of the Job:**

- As a member of the senior leadership team, to contribute to the overall leadership, direction and management of the service in the context of local and national priorities
- To provide a professional lead across the service across performance and supply management functions including procurement and market management, business planning, workforce development, business intelligence, performance monitoring and management, complaints, customer services, business information systems and finance.
- Drive the improvement/transformation agenda within the service and develop capacity in key areas to support services in meeting local and Corporate objectives
- To be a key player within the service in a management capacity who is actively seeking and applying best practice and innovative methods of service delivery.
- To promote and safeguard the welfare of vulnerable people, ensuring this principle, culture and practice is embedded throughout all Council services, including stakeholders and partners.in compliance with national and local procedures and protocols,
- To provide excellent services to ensure Adult Social Services are delivered and effectively supported in accordance with the Council's constitution and policies, budget allocation and statutory requirements.
- To be responsible to the Director for the effective management and efficient performance of the Performance and Supply Management Division within the service
- To ensure that all activities across the Council are managed within the broader context of future shape

- To act as a change agent to assist the Council manage and implement change programmes
- To lead by example and effectively manage people, projects and budgets effectively at all times
- To Act as the Adult Social Services lead client liaison manager with corporate services across a range of functions including: Business Continuity and Emergency Planning, Communication, Health and Safety, Human Resources, IS &IT, Legal Services, Risk Management and Performance.
- To lead, manage and drive through consistent improvements for Adult Social Services in relation to Performance and Supply Management Division.
- Working with the Director, Deputy Director and Assistant Director Adult Social Services to lead the implementation of Adult Social Services Choice and Independence Programme.
- Provide strategic development and delivery of high quality, value for money Adult Social Services within Barnet ensuring choice and independence is promoted and individuals are effectively safeguarded.
- As a member of the Adult Social Services Senior Management Team, to contribute to all directorate strategies and policies and lead for these as agreed.
- To ensure the development and implementation of strategic plans for the Adult Social Services Department and to enable the Government, Council and Departmental objectives to be met.
- To ensure effective partnership working, both internal and external to the Council and in particular corporately, with Health, providers, the third sector and users, their advocates and their carers.
- Lead on developing and maintaining the Performance Management Framework in Adult Social Services ensuring that the necessary structures are in place for continuous improvement and delivery of best value services and that the Performance Management agenda is communicated to all staff.
- Deputise for the Director and provide cover for other members of the Senior Management Team as appropriate.

## **Key Accountabilities**

## **Role Specific Responsibilities**

## **Managing Service Direction**

- As a member of the leadership team, to formulate the strategic direction, priorities and plans for the service, making a major contribution to the way the Council delivers its services
- Provide clear, visible and motivational leadership to create a high performance culture that drives continual improvement, efficiency savings and high levels of customer satisfaction.

- Anticipate and manage trends and changes in the operating environment and plan to meet these changes in order to provide best value for service users.
- To ensure that every opportunity to maximise Council resource is achieved
- Promote, develop and manage effective partnership working and strategic alliances, with internal and external stakeholders, including, authorities, partner organisations, and agencies in order to achieve continuous improvement in the provision of services and input into policy developments in own area of expertise.
- Build and lead strong teams, communicating the vision and objectives of the service to ensure effective delivery to the agreed service standards and targets.
- Act as a professional advisor to the Council, Cabinet and Chief Executive on all issues relating to the service
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- Lead for ensuring that Adult Social Services' Business Systems are fit for current and future service needs.
- Lead the development and delivery of a comprehensive Workforce Development Strategy and Training Plan for the social care workforce in Barnet's statutory and independent sector social care economy.
- Lead on the Directorate's Communication Strategy and its delivery internally and externally.
- Lead on ensuring that appropriate legal, policy and performance considerations dealt with and where necessary reported to Cabinet/relevant members and that that timescales and processes for delivering within the council's formal committee systems are adhered to.
- Lead for Adult Social Services' Complaints arrangements.
- Lead on Adult Social Services' User and Carer involvement and consultation strategies.
- Develop and maintain a comprehensive performance management framework which fully meets the statutory and local performance reporting requirements and is fully compatible with maximising quality of outcomes for users and carers. This will be based on data that is timely, comprehensive and accurate and evidence by external audit of data, achieved by maintaining an overview of data quality assurance systems, and identifying, challenging and investigating suspect data changes and monitoring audit trails.
- To liaise and work collaboratively with other Directorates to achieve the stated aims of the Council's Vision for Adult Social Services
- Lead the development of Adult Social Services' contributions to the Council's Corporate Plan and the development of effective Directorate business plans that accurately reflect the Council's strategic priorities, the Strategic Vision for Adult Social Services, and relevant performance indicators.
- Lead for Adult Social Services' Emergency Planning, Business Continuity and Flu Pandemic planning.
- Lead for establishing and maintaining agreements with the Council's Shared Services and other Corporate Services (for a range of designated functions) for the delivery of agreed support arrangements.

## **Strategy and Policy Development**

- Play a major role in contributing to the development and implementation of corporate and service strategies to secure the continuous improvement and high quality services
- Manage strategic and tactical deliver of a suite of complex, service related systems and processes
- Work with the Director to produce strategic options which implement the Council's corporate plan and service objectives as determined by Members.
- To ensure that the impact of new legislation, government policy and all other developments which may impact on the Service Area is identified, analysed and implemented.
- To lead on cross cutting projects and policy reviews in accordance with corporate standards of project management

## **Performance and Customer Focus**

- Develop and implement coherent business, service and workforce plans to support the delivery of high quality performance and provide high value for money which minimises risk
- Develop and implement rigorous and effective performance management processes to drive forward service improvements, including managing, monitoring and reporting on service performance
- Communicate with employees so that they understand the aims of the Council and understand how their individual performance contributes to improved services encouraging and developing optimum performance from staff
- Underline the corporate approach to customer services, as reflected in Barnet's structure and style, and ensure that the highest standards of customer care are delivered and maintained.
- Lead on liaison with the Care Quality Commission in respect of their performance assessment functions in relation to the Council.
- Ensure a high level of confidentiality and data protection is maintained in all aspects of work.
- Ensure all relevant performance indicators are clearly understood and performance information is used to continually improve services across Adult Social Services.
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## **Financial Responsibilities**

- To lead on the development and implementation of effective financial, planning, monitoring and management systems to ensure the delivery of value for money, cost efficient and high quality services
- Pro-actively manage capital expenditure, income and revenue expenditure for the group. Ensure that services provided are managed, monitored and adjusted to meet financial services and business targets in line with Member priorities
- Be responsible for the contract management of all projects within area of control. Including certifying payments, certificates and that instructions issued ensure the proper administration of contracts and compliance with financial regulations
- Establish, develop and manage systems which maximise income to be obtained from external sources
- Preparation of bids, justification for financial support, agreement of programmes and the execution of all management functions to obtain external funding from Central Government, Greater London Assembly, and other appropriate funding sources.
- To be responsible for effective functioning of the Financial Assessments Team, Deputyship and Appointeeship functions. Ensuring effective financial assessment processes and processes to safeguard clients monies ( where appropriate) are in place.

### **Leadership and Management**

- Provide clear, visible, motivational leadership and management within the senior management team and the service to create a high performance culture that drives continuous improvement, efficiency savings and high levels of citizen satisfaction
- Through effective planning and resourcing, provide robust strategic leadership and effective management of adult social services and its staff, ensuring that it is an effective, high performing team capable of delivering Member's priorities.
- To lead on all aspects of staff management including recruitment, induction, production of personal objectives, monitoring of staff performance data, delivery of performance appraisals, management of poor performance and learning and development.
- Provide sufficient management guidance and information and embed good people management skills in managers across the service, making Barnet Council an exemplar employer where there is high performance and high levels of productivity and morale.

### **Programme & Project Management**

- Deliver all projects to a high standard and within corporate project and programme

management standards

- Monitor and control performance against plans, reporting as appropriate
- Ensure that projects are reviewed on a regular and systematic basis with lessons learned captured and appropriate action taken.

### **Communication & Influence**

- Through clear and effective communication, secure and support the implementation of Council and service priorities.
- Promote a positive image of the Council and the borough, both internally and externally, and support the implementation of the Council's values.

### **Diversity**

- Deliver the Council's commitment to equality of opportunity both in the provision of services and as an employer. Promote equality of opportunity for employees and service users by establishing a culture of fairness, respect and mutual support
- Ensuring that the Council is able to deliver its responsibilities in relation to equalities

### **Health and Safety**

- Promote and safeguard the welfare of vulnerable people, ensuring this principle, culture and practice is embedded throughout all Council services, in compliance with national and local procedures and protocols.
- Ensure safe and efficient delivery of service by achieving high standards of health and safety and reducing risk.

## **PERSON SPECIFICATION**

### **Qualifications Required:**

<b>Type</b>	<b>Level</b>
Professional qualifications/ memberships	Recognised professional qualification and substantial continuing professional development.
Management	Management qualification or on the job experience supplemented with relevant training
Education	Educated to degree standard., post graduate qualification, MBA or equivalent, or relevant experience

### **Technical / Knowledge Requirements:**

<b>Type</b>	<b>Description</b>
Experience	<ul style="list-style-type: none"><li>• Extensive knowledge, experience and understanding of the major issues facing Adult Social Services.</li><li>• Extensive experience procurement and/or market management in social care or the NHS.</li><li>• Extensive knowledge of public sector performance management frameworks and delivering performance improvements.</li><li>• Substantial experience of managing at a senior level in adult social services to ensure continuous service improvement and best value for money..</li><li>• A successful track record of the provision of customer focused, modern and efficient services for adults with high levels of customer satisfaction.</li><li>• A proven track record of working effectively in partnership with a wide range of internal and external bodies including statutory and non statutory organisations, the third sector and community groups.</li><li>• Experience of leading and managing a large and successful team.</li><li>• A thorough understanding of the legislation and statutory framework affecting service delivery in this area</li><li>• Extensive experience of successfully implementing projects and/or programmes</li><li>• Evidence of successful leadership and financial management at a senior level</li><li>• Experience of effectively managing and supporting people</li><li>• Experience of effectively managing change</li><li>• Experience of effectively managing budgets</li></ul>

## Behavioural Competencies:

Competency	Level
Political Awareness	<ul style="list-style-type: none"> <li>• Able to work effectively in a political environment and establish positive relationships with Councillors, senior managers, staff and external partners, to establish confidence, trust and credibility.</li> </ul>
Leadership	<ul style="list-style-type: none"> <li>• Able to provide leadership to staff in a complex environment</li> <li>• Able to provide vision and direction to team members</li> <li>• Able to make independent decisions that have a significant impact on daily operations and strategic direction.</li> <li>• Ensure there is a culture that values continuous personal and professional development</li> <li>• Promotes a culture that values continuous personal and professional development</li> <li>• Knowledge of leading multi-professional teams to deliver project goals. Able to formulate and implement strategic and operational plans.</li> <li>• Able to ensure that users of services and community interests are the focal point of decision making.</li> </ul>
Problem Solving	<ul style="list-style-type: none"> <li>• Able to analyse complex information quickly, reaching and articulating decisions with clarity, to deliver solutions that command support.</li> </ul>
Staff Management	<ul style="list-style-type: none"> <li>• Able to develop individuals or groups of staff with clearly identifiable milestones for progress and achievement.</li> <li>• Able to create positive employee relations climate where staff are involved, empowered and committed.</li> <li>• Able to motivate staff, set priorities and targets, direct and plan work to provide an integrated service to meet service standards/deadlines.</li> </ul>
Change Management	<ul style="list-style-type: none"> <li>• Able to adopt an imaginative, flexible approach in achieving Barnet's vision of "a successful suburb in a successful London".</li> <li>• Capable of reviewing and evaluating results against quality standards, sharing this learning with others and taking decisive action to ensure that plans are delivered.</li> <li>• Proven experience of managing in a change environment to achieve success</li> <li>• Able to analyse change proposals to ensure best fit with future shape</li> </ul>
Team work	<ul style="list-style-type: none"> <li>• Highly effective communication and influencing skills</li> <li>• Proven experience in, working effectively as part of a senior</li> </ul>

	<p>leadership team.</p> <ul style="list-style-type: none"> <li>• Success in building, maintaining and leading teams, working in partnership with others and delivering to a shared goal.</li> <li>• Able to enthuse and motivate staff to achieve challenging objectives.</li> </ul>
Communication, Influencing & Negotiation	<ul style="list-style-type: none"> <li>• Delivers professional and persuasive presentations to large internal and external groups</li> <li>• Maintains composure in difficult situations or when faced with opposition</li> <li>• Speaks up, even when views or messages may be unpopular</li> <li>• Positively influences the perceptions of people internally and externally</li> <li>• Builds strong and internal networks and uses them positively to benefit the organisation and its stakeholders</li> <li>• Applies skilful negotiation techniques to resolve conflict resolutions</li> <li>• Able to communicate complex issues in a clear and effective manner adapted as appropriate to the audience on matters affecting the service</li> </ul>
Performance Management	<ul style="list-style-type: none"> <li>• A record of achievement in promoting and delivering service improvement, customer care, safeguarding and equality and diversity</li> <li>• Ability to maintain, develop and monitor performance indicators for services and use them proactively to improve performance</li> <li>• Able to deliver the Council's commitment to equality of opportunity both in provision of services and as an employer</li> <li>• Ensure that managers and team leaders effectively undertake their responsibilities for managing the performance and development of their staff</li> <li>• Proven ability to manage own delivery in a planned and structured manner to initiate and implement service improvements</li> </ul>