

## **ROLE PROFILE**

Job Title	Deputy Director - Adult Social Services
Pay scale and spinal points	Chief Officer Grade, Spot £103,332
Reports to	Director of Adult Social Services
Service area	Adult Social Services
No of staff responsible for	2 Staff direct reports 26 including indirect reports
Budget responsible for	Commissioning Budget of £90m Programme Management Budget - £1.5m

### **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 take full deputy accountabilities for the Director of Adult Social Services across the full range of the service responsibilities for the role
- To provide a professional lead across the service on adult social care
- 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 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 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

## **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
- To act as Deputy to the Director in terms of the provision of the full range of services in this area of the business
- 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.
- 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
- To have the corporate lead on transition arrangements between children services and adult care services
- To ensure the effective functioning of the Partnership Boards in the implementation of the Commissioning Strategies for Older Adults, Mental Health, Learning Disabilities, Physical and Sensory Impairment and Carers.
- To facilitate partnership arrangements between the Local Authority, Primary Care Trust, Acute Hospital Trusts, Mental Health Trust and the third sector, adopting an integrative approach working with colleagues across the various agencies
- To be responsible for the implementation of the Adult Social Services Vision Action Plan to 'Deliver Choice and Independence'

- To ensure effective commissioning strategies are developed and work with the Assistant Director, Finance and Business Support, to ensure their effective delivery

### **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.

### **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

- To work with the senior management team on budget planning and be the department's representative on the Budget Board.
- 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 the Commissioning of Social and Health Care services purchased by the council and to work with the Assistant Director Social Care and Supply Management to ensure that needs are met within the resources available

### **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 care 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
- To be the directorate lead for Equalities ensuring that equality duties are championed and met through the department and be the Adult Social Services representative on the Corporate Equality Group
- 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 the service - substantial experience of care service management, commissioning and procuring services at a senior level within social care or the NHS</li><li>• Experience of managing within a complex environment.</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:**

<b>Competency</b>	<b>Level</b>
Political Awareness	<ul style="list-style-type: none"><li>• Able to work effectively in a political environment and establish positive relationships with Councillors, senior</li></ul>

	managers, staff and external partners, to establish confidence, trust and credibility.
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> <li>• Ability to take full responsibilities as Deputy Director across the service.</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 leadership team.</li> <li>• Success in building, maintaining and leading teams, working in partnership with others and delivering to a</li> </ul>

	<p>shared goal.</p> <ul style="list-style-type: none"> <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>