

<b>Role Title</b>	<b>Corporate Director of Adult Care Social Care Operations</b>
<b>Job Family</b>	<b>Adult Social Care</b>
<b>Competency Level</b>	<b>Chief Officer</b>
<b>Pay Scale</b>	<b>CD2</b>
<b>Purpose</b>	
<p>To act as lead officer providing strategic policy direction and leadership, operational management and financial control for Adult Social Care Operations within the Council. Service areas include Locality and Hospital Social Work and Occupational Therapy teams, Mental Health, Learning Disability, Adult Safeguarding and Brokerage. Support the Cabinet, Chief Executive and Senior Leadership Team, to achieve the aims and desired outcomes of the Council.</p>	
<b>Generic Accountabilities</b>	<b>End Results/ Outcomes</b>
<p>Lead the integrated delivery, improvement, management and performance of the service, commissioning and directing activity within the council and externally.</p>	<p>Overall objectives are translated into effective plans.</p> <p>The service is efficient and locally responsive.</p> <p>Inspirational and professional leadership is provided to staff, strengthening skills and competence and fostering a strong culture of standards, performance and accountability.</p> <p>Service quality, customer satisfaction, efficiency and continuity are maximised.</p>
<p>Help shape the direction of the council to drive forward the public service reform agenda and ensure delivery of its priorities and value to residents.</p> <p>As a senior leader working as part of a wider Corporate Leadership Team, work together to take collective responsibility and drive forward a range of cross-council initiatives which are required to ensure changes are embedded in a sustainable way throughout the organisation.</p>	<p>Strategic vision for the future development of the service is developed to enable the council to meet its future challenges, fostering a culture of continuous improvement.</p> <p>Service priorities are established.</p> <p>Provide Corporate Leadership that encourages our staff to recognise their contribution to the strategic objectives the council has set.</p>

<p>Actively engage, communicate and influence within the council, across partners and with the wider local and Central Government community to champion the council's approach to unified public services. Foster the bringing together of local services and decisions across agencies to reduce demand and help communities more independently support themselves.</p>	<p>Good working relationships with associated and affected interest groups / key stakeholders are established, promoted, fostered and sustained.</p> <p>Partnership working is led effectively.</p> <p>Best practice is identified, shared and promoted.</p> <p>Residents are enabled to be as independent and well as possible.</p> <p>Customer comments and complaints are used to improve service performance.</p> <p>The Council is represented on local, regional and national forums.</p>
<p>Ensure tight budgetary control and prioritise use of resources and assets to support the delivery of the council's corporate vision and help ensure that the council receives value for money from its expenditure.</p>	<p>Budgets and financial risk are monitored and managed in compliance with organisational requirements.</p> <p>Funding from external sources is identified and secured where appropriate.</p> <p>Best Value is achieved.</p> <p>The implementation of outcome-based commissioning models is supported to better ensure strong price competition and transfer of risks through contracts with third parties. Champion and drive the development of commercial opportunities where appropriate.</p>
<p>Ensure that all activities within the service comply with the council's constitution, standing orders, financial regulations, health and safety and safeguarding responsibilities and that effective systems operate within the service to manage performance and risk.</p>	<p>Operational, financial, regulatory and political risk are identified and managed in accordance with Local Government and national working practices.</p>
<p>Uphold and promote the aims of the council's Equality and Diversity policies</p>	<p>Non-discriminatory practices are visible in all aspects of work, and diversity is embedded in everything, from workforce planning and policy development to service delivery.</p>
<p>Lead, develop, implement and review change management programmes to deliver continual improvement.</p>	<p>Projects / programmes have clear and assigned accountabilities and achieve their objectives.</p> <p>Corporate Director contribution to a single council-wide corporate culture engendering a strong and shared</p>

	<p>approach to delivering services and provide better support for staff to deliver savings.</p> <p>Major change /complex multi-disciplinary programmes are monitored, and directional control provided.</p>
<b>Job Specific Accountabilities</b>	<b>End Results/ Outcomes</b>
<p>To lead effective Adult Social Care services, taking accountabilities for all aspects of planning, finance, performance, people, change and risk management within the service.</p>	<p>Ensure delivery of the highest quality service that can be provided to residents with the resources available.</p> <p>Divisional service plans are produced that specify outcomes, resources allocated for their achievement and the performance measures and standards to be achieved; and to underpin these plans with a performance management system involving all staff.</p> <p>Learning from user and carer feedback influences future service delivery.</p> <p>Implications and requirements of legislation affecting services for adults are identified, interpreted, disseminated and met.</p> <p>Service policies, plans and budgets are implemented and monitored to deliver effective and efficient services for the Council.</p>
<p>To provide people leadership within the directorate ensuring that professional registration is completed, workforce development is planned, health and safety is in line with HSE guidelines and appraisals and supervisions are completed</p>	<p>Heads of Service and their Managers ensure that they provide a service which achieves the Council's strategic and statutory objectives.</p> <p>Effective external working relationships are created with key influential people within the community, with partners and providers in order to address key strategic issues facing the Borough.</p> <p>Best practice and continuous improvement through regular reviews; the establishment of effective systems of target setting; and performance management, all of which encourage an innovative a creative approach to service delivery.</p>
<p>To lead funding panel and resource allocation decisions.</p>	<p>Assurance regarding best value for care packages is achieved, whilst delivering statutory duty.</p>

<p>To lead and influence change and transformation programmes, including co-design and co-production with services across the council and partners.</p>	<p>All areas of ASC change activities are part of the Corporate Transformation Programme and delivering service improvements in line with compliance and regulatory inspection requirements.</p>
<p>To provide expert advice and guidance on matters of legislative requirements, safeguarding, Better Care Fund allocation, assurance, CQC / compliance requirements and ensuring best value to the council's most senior stakeholders, including the DASS, Corporate Leadership Team, Elected Members.</p>	<p>Members, senior leaders and partners receive appropriate, accurate and timely advice from an experienced Adult Social Care professional.</p>
<p>To undertake any other duties commensurate with level of responsibility of the post.</p>	<p>All members of the Corporate Leadership Team contribute to strategic priorities which span multiple departments.</p>
<p><b>Nature of Contacts</b></p>	
<p>Members, the Chief Executive, Strategic Directors, Heads of Service and equivalent levels in external bodies, private sector and partner organisations to advise, discuss, challenge and influence. Establish and lead partnership working with internal / external services / organisations and liaise with national bodies.</p> <p>Advise on all issues relating to the quality and development of adult social care services in the borough and to give information and advice to Members and support to the Council as required including advice on strategy and policy.</p> <p>Manage complex political relationships.</p> <p>Manage relationships with key stakeholders and delivery partners including negotiation of complex political / strategic / commercial issues.</p> <p>Manage confidential, challenging and highly sensitive issues / situations, which involve significant negotiation, persuasion and influencing skills. Interaction with others and the ability to successfully influence and motivate are fundamental to the role.</p> <p>Direct contact with residents, service users and carers.</p> <p>Direct line management of a Senior Management Team.</p>	
<p><b>Procedural Context</b></p>	
<p>Reports to Strategic Director of Adult Services (DASS) for the London Borough of Waltham Forest who is in turn responsible for approximately £100m gross expenditure and 350 employees.</p> <p>This post leads and controls the Council's Adult Social Care Operations function by direction setting, planning and prioritisation over a number of years to ensure the service achieves its strategic goals, reviewing and adjusting to take account of the risks and opportunities presented by a changing political and regulatory environment.</p>	

Accountability is demonstrated for the integration of a range of professional /operational areas which are critical to the success of the organisation and for performance and service delivery across the service.

A significant degree of evaluative judgement is required in relation to risks and issues, with the ability to identify the potential impact of a wide range of changing and potentially conflicting internal and external factors. Conclusions and decisions seize opportunities and mitigate risks.

This post is part of the Corporate Leadership Group and will represent the council at local and national level, attending and presenting at such conferences, seminars and working parties as may be required in order to actively promote Waltham Forest.

### **Additional Info**

Monitoring and controlling the budget of a council service that will impact the Adults Department and the wider Council and its partnerships.

Employees directly managed will be part of the Senior Management Team, each responsible for significant resources and operational service delivery.

Responsible for Adult Social Care, Wellbeing & Independence, Quality Assurance, Setting & Workforce Safeguarding, Practice Support, Strategic Partnerships

### **Resourcing**

Budget Responsibilities: £70m

Supervisory Responsibilities: Direct Reports: 3

### **Knowledge, Skills and Experience**

- Evidence of continuous professional development which reflects commitment to effective management in a large organisation.
- Substantial leadership experience with evidence of successfully leading a complex group of services.
- A proven track record and demonstrable experience of successfully managing finance, risk and performance within the context of a demand-led but resource-constrained service.
- A proven track record of leading transformational change, both within an Adult Social Care service and driving change at an organisational level.
- A proven track record of developing and delivering strategies relating to Adult Social Care service delivery; postholder will be able to evidence the positive outcomes achieved.
- Demonstrable experience of people leadership, including workforce planning, objective setting, performance management, motivating and inspiring a diverse group of staff with different backgrounds and career goals.
- Experience of managing a Provider function.
- Experience of partnership working and system working across multiple organisations at local or regional level.

- Ability to demonstrate political acumen and aptitude to adapt to a political environment.
- Strategic thinking and planning, able to develop clear strategies at organisation-level to achieve outcomes over a medium-to long-term timeframe.
- Business planning, able to develop clear business and operational plans for the delivery of a high-quality internal support services to customers.
- Excellent written and verbal communication skills, able to translate complex technical concepts into simple, clear insight and advice for a diverse range of audiences.
- Ability to work collaboratively, working across departmental and organisational boundaries to develop shared solutions to deliver wider borough goals.
- Excellent negotiation skills and evidence of having successfully applied these internally and externally.
- Judgement and proportionality, able to manage competing priorities, quickly identify key factors and direct attention and resources appropriately.
- Excellent problem-solving skills, able to analyse complex scenarios and synthesise multiple strands of work into solutions that can be simply and clearly articulated to senior stakeholders including Members.
- The highest personal integrity and loyalty, supportive to colleagues, with a drive to deliver corporately on the Council's vision and values.
- Knowledge and understanding Expert understanding of Adult Social Care legislation and regulation, including Care Act and Care Quality Commission standards.
- Expert knowledge of best practice in adult social care service delivery, care models, service development and innovations in relevant areas such as Assistive Technologies and system working. An understanding of, and a personal commitment to, the vision, aims, values and priorities of the London Borough of Waltham Forest.

### **Indicative Qualifications**

Educated to degree level or equivalent standard.  
 Post graduate qualification or equivalent experience.  
 Relevant professional qualification.  
 Evidence of continued professional development

The above profile is intended to describe the general nature and level of work performed by an employee in this role. It is not intended to be a detailed list of all duties and responsibilities which may be required. This role profile will be supplemented and further defined by annual objectives, which will be developed in conjunction with the post holder. It will be subject to regular review and the Council reserves the right to amend or add to the accountabilities listed.