

Job Title: Head of Service, Adult Social Care

Grade: P6

Overall purpose of the job

In this role you will be accountable for and provide operational and strategic leadership across a portfolio of adult social care services, ensuring the highest possible quality of service is delivered within the resources available. In this role these services are predominantly Transfer of Care Teams (TOCT) facilitating safe and timely discharge from hospital for our residents in a way that achieves best outcomes for them. You will be an aspirational leader, driving continuous improvement and using data and evidence to track performance against local and national indicators in order to demonstrate improved outcomes for people in our communities.

You will be responsible for all aspects of quality and practice governance within the portfolio, leading to ensure people are enabled to retain independence, control, dignity and safety in line with best practice, statutory responsibilities and local needs. This includes a robust response to adults who may be at risk of abuse or neglect.

You will lead initiatives in the Adults, Health and Commissioning (AHC) directorate to improve practice, performance and culture and will contribute to the development and delivery of strategic objectives.

You will work extensively with system partners, in particular the Integrated Care System, to deliver place-based care by developing integrated pathways, ways of working, procedures, practice and systems that are focused on community connected solutions to maximise the opportunities for people to continue to live in their own homes.

You will support, and be supported by, the Executive Director for Adults, Health and Commissioning and Service Directors and work closely with commissioning teams to specify requirements for social care services to ensure these are delivered in the most cost-effective and 'joined-up' way and the best outcomes achieved.

This role reports directly to a Service Director in AHC and deputises for them when required. It is an expectation that the postholder will work extensively across AHC as an active member of the extended leadership team. You will work equally as extensively within the ICS governance structures to influence future direction and ensure the right arrangements are put in place, supported by the correct funding streams, in a timely way, for people with care and support needs.

A high level of autonomous working and ability to make critical service level judgements is needed to satisfy the expectations and demands of the role. Your excellent communication skills will enable you to report to committees and boards and represent the council at meetings. You will also chair complex and sometimes challenging internal and external meetings and represent the Local Authority within legal proceedings as needed.

Main accountabilities

	Main Accountabilities
1.	<p>Strategic leadership</p> <ul style="list-style-type: none"> • Responsible for contributing to the development of strategic objectives and outcomes for adult social care services in line with Cambridgeshire's best practice models, AHC ambitions and linked corporate ambitions. • To ensure that best practice is embedded across services and that data and other management information is used to identify areas of good practice and outcomes as well as areas where there is potential for improvement and to hold a service level plan setting out a continuous improvement journey. • To hold responsibility for service budgets, ensuring services are delivered within the available financial envelope working closely with finance, commissioning and other colleagues to understand demand pressures, manage them and work creatively to maximise opportunities to divert people from long term services, supporting them to remain in their own homes for longer. Ensure that community assets and individuals assets are used appropriately to achieve best value for money. • Provide expert knowledge of safeguarding processes, policy and case law, ensuring practice and processes are up to date and reflect ways to achieve best outcomes for people at risk of abuse and neglect, based on Making Safeguarding Personal principles. • Lead on developing and maintaining data and evidence that demonstrates how the service is meeting the requirements of AHC performance framework and CQC assurance framework. Importantly, be able to demonstrate how the voice of people with lived experience is being captured and used to make service improvements. • Lead on ensuring that internal governance structures are fit for purpose and work to link, oversee and evidence statutory activity and service improvement effectively. • Provide advice and guidance on case management and effective risk management of the most complex situations. • Understand the bigger picture of Continuing Health Care and relationships with the ICS across AHC. Work effectively and proactively with partner agencies to develop ways of working and maintain up to date, agreed operating procedures across the system to improve outcomes. • To lead on change management or service development projects and complex investigations as agreed with the Service Director. This includes cross system development work to improve outcomes for people being discharged from hospital and/or requiring support from health partners through CHC or other commissioned services.

	<ul style="list-style-type: none"> • Attend, contribute to and/or provide written reports, advice and information to any relevant committee, member or board meeting as appropriate. Represent the Council at meetings as agreed with the Service Director. • Direct the agenda for Service Manager and Team Managers meetings and any other meeting as required. • Provide leadership to ensure the effective management of resources through strong recruitment, induction, supervision, training, retention and people management techniques.
2.	<p>Service Delivery</p> <ul style="list-style-type: none"> • Be accountable for activity across service areas, ensuring that managers are effectively overseeing the planning, allocation and review of workload so that priorities are managed, shortfalls identified, and services delivered within capacity and within departmental and partnership policies, procedures and timescales. • Provide leadership to the service ensuring resources are deployed effectively and managers operate in a way that adheres to legislation, provides good outcomes for people and makes the Council an attractive place to work. • Be proactive in the development of the whole adult social care pathway and associated health pathways achieving better outcomes for people through developing collaborative and influential relationships with other Heads of Service and health peers. • Ensure that a succession planning is in place, including plans to develop colleagues at all levels within the service areas and wider organisation to ensure a pipeline of suitable qualified and motivated people are available to fill roles that become available. • To ensure that a range of opportunities are created and maintained to enable staff to contribute to improving the services that support their well-being and improve the Council's social care offer.
3.	<p>Performance Management</p> <ul style="list-style-type: none"> • Lead on developing, through others, management information that enables oversight of activity across the organisation that can be used to monitor performance and outcomes and provide a firm basis for quality assurance. • Engage with leadership and managers across the organisation to develop understanding of management information and ensure it is being used to actively drive improvement and outcomes, and provide evidence that systems and processes designed to give assurance of best social care practice, financial process compliance are being followed. • Work across AHC to implement changes in practice and ensure that they are applied consistently, evidencing that lessons have been learnt. • Forecast and anticipate requirements for all activity and undertake planning and development of business cases for change or resource where needed.

	<ul style="list-style-type: none"> • Take line management responsibility for other team managers and service areas as needed.
4.	Partnership Working <ul style="list-style-type: none"> • Represent the council in multi-agency networks, working with partners in assessing, planning, and implementing integrated care to promote independence and choice, admission avoidance and facilitation of discharge. • Work in partnership with other organisations at a strategic level to achieve positive outcomes for people in our communities and carers. • Ensure appropriate attendance at adult social care events, including where appropriate within the Integrated Care System, Regional Boards and Networks. • Provide leadership around specific reviews such as Independent Review Panels for Continuing health Care and drive forward development of recommendations for practice improvement and assurance that these are being actioned.
5.	Professional Values, Behaviours and Standards <ul style="list-style-type: none"> • Be a visible leader, widely understood to hold practice expertise for the organisation and well respected as a strong advocate for quality, continuous improvement and driving good outcomes that are informed by the views of people we support. • Lead by example both in terms of promoting positive, collaborative behaviours and practice expertise. • Act strategically as well as maintaining operational oversight of service areas. • Deliver through others by developing strong internal and external relationships and shared understanding. • Carry out duties in a timely and responsive manner, in line with CCC Standards, the social work Professional Capability Framework and Council behaviours.
6.	Equality, Diversity and Inclusion (EDI). <ul style="list-style-type: none"> • Visibly lead on ensuring that the organisations EDI priorities are embedded in all areas of safeguarding practice, both inward and outward facing. • Have tangible outcomes relating to EDI set out in own and team Our Conversations • Ensure the services the role has responsibility for have a workforce representative of the population we serve, or a plan working towards this.
7.	Sole decision maker – out of hours <ul style="list-style-type: none"> • Respond to service-related queries out of hours and provide management advice and direction.
	Safeguarding commitment

	We are committed to safeguarding and promoting the welfare of children and young people/vulnerable adults. We require you to understand and demonstrate this commitment.
--	--

Person Specification

Qualifications, knowledge, skills and experience

Minimum level of qualifications required for this job

Qualifications required	Subject	Essential/ Desirable
Key Skill Level 4: Bachelor's degree; HNC; HND; NVQ Level or equivalent; including professions qualification.	<p>Degree level qualification: Degree in Nursing/ social Work or Health related area</p> <p>Professional qualification: Registered social Worker/ Nurse/ Allied Health Professional</p> <p>Post-graduate management/leadership qualification or equivalent.</p>	E
Higher Degree; Masters degree; Bachelor's degree + qualification; NVQ level 5 or equivalent; including all chartered professions and post-graduate qualification		E

Minimum levels of knowledge, skills and experience required for this job

Identify	Describe	Essential/ Desirable
Knowledge		
General Management	<ul style="list-style-type: none"> Significant experience as an Operational Service or Team Manager Proven Leadership and management skills Experience of working in a multi-agency environment at a senior level. 	E
Workload and system management	<ul style="list-style-type: none"> Successful experience of workload management across a diverse team, including prioritisation of casework. 	E
Professional knowledge, awareness,	<ul style="list-style-type: none"> Knowledge and operational understanding of the Care Act, Mental Health Capacity Act and safeguarding requirements and other relevant legislation. 	E

understanding and best practice	<ul style="list-style-type: none"> • Knowledge and proven experience of handling complex case arrangements including accounting for the risk to and safety of service users and others • Knowledge and experience of conflict reconciliation • Significant experience of working post registration within discharge planning and experience of working as a Senior Nurse, social Worker, or Allied Health Professional 	
Professional awareness	<ul style="list-style-type: none"> • Good knowledge of developments and trends within the Adult Social Care and Health sectors, particularly around urgent care and discharge planning 	E
Partnership working	<ul style="list-style-type: none"> • Experience of successful inter-agency partnership working 	E
Change Management	<ul style="list-style-type: none"> • Knowledge and experience of organisational change and development • Knowledge of how to effect cultural and behavioural change 	E
Customer Service	<ul style="list-style-type: none"> • Practical experience of working with patients/ service users and families at an operational level across organisations, to deliver positive customer experience 	E
Organisation Knowledge	<ul style="list-style-type: none"> • Understanding of the workings of large, complex organisations and the challenges they raise in respect of the financial, legal and political arenas 	E
Risk	<ul style="list-style-type: none"> • Understanding and experience of the handling of technical and business risk and knowing when to escalate to obtain resolution 	E
Health & Safety	<ul style="list-style-type: none"> • Knowledge and appreciation of H&S legislation and how it relates to the work of the Service 	E
Cambridgeshire County Council	<ul style="list-style-type: none"> • Good knowledge of Cambridgeshire County Council, Peterborough City Council and/ or relevant hospital settings as organisations with an understanding of the political and managerial sensitivities and cultures operating within them 	D
Discharge Planning	<ul style="list-style-type: none"> • Experience of leading and managing a discharge planning service 	D
Project Management	<ul style="list-style-type: none"> • Experience of project management involving multi-disciplinary groups 	E
Audit work	<ul style="list-style-type: none"> • Experience of undertaking audit work to inform service development 	D
Skills		

Strategic Thinking	<ul style="list-style-type: none"> • Ability to understand the system vision and comprehend where the team/s fit in and contribute • Ability to think across organisational, functional, and geographical boundaries 	E
Leadership	<ul style="list-style-type: none"> • Ability to lead, develop and motivate colleagues and partners in relation to multi-disciplinary service delivery • Taking personal responsibility for making things happen and achieving desired results • Ability to be assertive with staff and partners to deliver positive outcomes for patients/ service users. 	E
Management skills	<ul style="list-style-type: none"> • Ability to plan and set priorities of the team • Ability to influence and lead a team of professionals • Good management skills and use of workload planning and management information systems to monitor workload performance • Ability to prioritise and make cost effective use of available resources, taking responsibility for results • Strong financial management and budgetary control skills 	E
Analytical	<ul style="list-style-type: none"> • Good level of analytical ability • Ability to exercise sensitivity and clear judgement over organisational issues and developments and to arrive at a balanced view • Ability to understand and analyse complex case arrangements and to offer sound, professional and managerial advice • Demonstrate ability to learn from experience and to share that learning to improve service and staff performance 	E
Collaborative, especially across boundaries of organisation and discipline	<ul style="list-style-type: none"> • Ability to collaborate with other agencies and through multi-functional teams including partnerships and other local agencies • Ability to create accessible ways of working that effectively engage and involve service users and informal carers 	E
Effective communication	<ul style="list-style-type: none"> • Effective written and oral communication skills including strong interpersonal skills in groups, teams and one to one situations 	E

	<ul style="list-style-type: none"> • Ability to persuade and negotiate at different levels across difference agencies, services and groups 	
Decision making	<ul style="list-style-type: none"> • Ability to challenge others constructively and to make informed decisions that if challenged can be substantiated • Ability to prioritise issues and cases on the basis of risk 	E
Experience	<ul style="list-style-type: none"> • Evidence of managing discharge planning effectively over a significant period of time, demonstrating effective partnership working to deliver outcomes for own and other organisations 	D
Safeguarding	<ul style="list-style-type: none"> • Demonstrate an understanding of the safe working practices that apply to this role. • Ability to work in a way that promotes the safety and well-being of vulnerable Adults and Older people. 	E