



Job Title	Head of Initial Contact and Response
Department	Adult Social Care - Adults, Health and Integration
Section	Adult Social Care
Grade	SM1
Reports to	Director for Adult Social Care and Operations
Staffing Area/ Responsibility	Integrated Hospital Discharge Team, Integrated Independence Team, Information and Access, Out of Hours function

Job Purpose:

As a member of the Senior Leadership Team in Adult Social Care, there are 5 key roles

1. Responsible for ensuring the individual services you manage deliver a high quality and cost effective service, underpinned by continuous improvement that is driven by qualitative and quantitative data. You will also be responsible for ensuring that those services meet regulatory standards and statutory duties where required, and are a model of best practice for the wider market.
2. Lead within your service and across the department to ensure the services you directly manage are working closely and collaboratively with the wider department, directorate and partnership. In addition, take on leadership roles which cross cut the whole department. These will include operational leadership roles (such as chairing Quality Assurance Meetings), project sponsor leadership roles (for time specific projects), policy or system lead roles (such as strategy development).
3. Take the lead for Adult Social Care in corporate (Hackney Council) projects, championing the department and its objectives, ensuring the department's needs are recognised in corporate projects and that the department delivers on corporate objectives and those driven by our members.
4. Take the lead for key partnership agendas, boards and projects working with all of the department's and Council's key partners. This includes customers, carers, voluntary and community sector and statutory partners, in order to build strong relationships which contribute to the delivery of the Council and departmental objectives, and ensuring the reputation of the department and Council.
5. Responsible for the overall budget associated with the respective areas of responsibility, ensuring it is robustly controlled and managed within the allocated limits

Principal Accountabilities:

1. Work collegiately with colleagues on the Senior Leadership Team (SLT), and make a proactive contribution delivering departmental and corporate objectives.
2. Lead and manage a portfolio of customer focused services in alignment with both corporate and departmental aims and priorities.
3. Provide leadership and management to achieve high performance and effective operational delivery; which will include managing the effective use of resources and staff.
4. Support and develop partnership working, including acting as an effective ambassador and advocate with external organisations.
5. Strategic leadership to designated service areas in order to meet departmental and partner expectations for managers and comply with statutory requirements arising from relevant legislation and Government guidance
6. Oversight of four key areas of adult social care: Integrated Hospital Discharge Team, Integrated Independence Team, Information and Access Team, and the Out of Hours function for adult social care (excluding mental health). *For all team areas, integration or a more joined up approach with health, including in Neighbourhood Model, will be critical to improving outcomes for our residents.*
- 7.

Strategic Thinking and Planning

- To lead and advise on strategies for service development and improvements, and the achievements of departmental and customer objectives
- To be responsible for effective joint performance management arrangements are in place to achieve strategies, objectives and business plans, translating strategic aims into practical and achievable plans.
- To be responsible for ensuring that joint performance review mechanisms are in place to monitor extent of progress and achievement of objectives and goals.
- As a senior manager to actively contribute to the corporate management of the Council by participating in Council-wide developments and initiatives in pursuit of Council aims and objectives

Managing Services and Delivery

- To ensure that services meet the relevant legislative requirements
- To develop new and innovative ways of doing things recognising and promoting the positive benefit of change to improve services and achieve goals.
- To promote a culture of organisation learning across the whole service encouraging constructive challenge and learning by mistakes.
- To consider the wider implications of issues during the business planning process and conclude with a realistic and thorough assessment of risk including mitigating actions.
- To be responsible for ensuring that robust information systems are in place and maintained across health and social care, including the sharing of data with health partners such as GPs.
- To analyse information to identify priorities, make decisions, determine action and review progress.
- To be responsible for ensuring that the work carried out by all functions in the service area are in accordance with required Council standards and standing orders, legal requirements and national and local objectives and that adequate monitoring and auditing processes are in place.
- Responsible for ensuring the effective and efficient delivery of services across the designated service area by providing leadership and expert guidance and support to the Deputy Head of Service, Team Managers and staff teams within your service area, enabling them to deliver quality services to customers within clearly defined resources
- Responsible for achieving National, Local and team performance targets, with a view of improving the quality of service delivery.

Communication

- To communicate in a confident, informed, and authoritative manner, in line with established policies, practices and priorities of the Council in order to maintain and enhance organisational credibility.
- Ability to effectively communicate and manage messages to senior management and stakeholders, including members and for messaging to the public, press and committees.

Leadership and the Management of People

- To ensure workplans, appraisal, supervision and staff development systems are in place to achieve Council departmental and service strategies and objectives.
- To be responsible for ensuring that the workforce are aware of standards, expectations and timescales, and to establish clear lines of responsibility and accountability building trust, good morale and teamwork.
- To manage the services in a manner that promotes equality of opportunity and collaborative working within staff teams; ensuring that staff are aware of the requirement to deliver non discriminatory services and to promote greater equity for disadvantaged groups.
- To effectively liaise, plan and deliver agreed outcomes with other Heads of Service across Adult Social Care.
- To work as part of the senior management team to support the Director and Group Director as required
- To consistently promote and apply the Council's Human Resources Standards and Equalities Standards and to ensure that this is demonstrated and maintained throughout the service.

Political Sensitivity and Personal Effectiveness

- To have an awareness of the political context and commitment to the Council's organisational values and beliefs.
- To brief the DASS, Director of Adult Social Care, and relevant S75 lead partners of any potential issues arising from service delivery or workforce activity across all services which may negatively impact on organisational reputation.
- To be political sensitive, be able to recognise and deal with a range of strategic political and sensitive issues that impact on the service area.
- To create personal priorities and targets with agreed outcomes and deadlines while maintaining a grip on the key priorities/accountabilities

Managing Projects and Resources

- To fully understand budget making processes, and demonstrate ability to set and manage a significant budget. To deliver high quality value for money services and agreed savings.
- To be responsible for the service areas budget, reporting to boards as appropriate
- Lead the annual planning, monitoring and review across the designated service area budget and other resources, to enable the development of a cost effective business plan which meets the council's financial and performance targets
- To lead on the management of all resources allocated to the service within the regulations of the Council ensuring appropriate monitoring to avoid overspends.
- Chairing Quality Assurance Meetings which allocate funds for high cost placements and ensure the quality of the assessments and support plans for those cases
- To be responsible for ensuring that all projects are managed within the Constraints of current legislation, Government Directions and the Council's approved management practices. To apply effective project management techniques where required.
- To promote and agree performance indicators that are based on outcomes and be responsible for achieving performance targets for the service.
- To deputise for the Director within the functions of the post holder's responsibilities and to work collaboratively with Heads of Service to manage the overall work of Adult Social Care services.
- To provide senior managerial cover for other parts of Adult Social Care in the short-term absence (annual leave/sickness) of substantive post holders.
- To represent the Division on working groups, conferences etc. concerning Adult Social Care

and to commit staffing and resources within the responsibility of the post holder in order to meet agreed objectives.

- To be responsible for ensuring that new national guidance and policy directives are implemented into operational practice; including the preparation of appropriate guidance to staff, local policies and practice directives and advise to elected members and other departments.
- To initiate policies and processes that will improve overall service delivery to those in need of services, maximising an inter agency approach and new funding opportunities.
- To work in close collaboration with Commissioning to ensure that the overall commissioning and service planning approach is informed by user profiling and need.
- To be responsible for ensuring that the development and delivery of services reflect policy directives, good practice and local priorities and that the need of Hackney's socially and ethnically diverse communities are appropriately addressed.
- To advise on and make decisions in respect of complex cases requiring the agreement and/or expertise of a senior manager; taking appropriate advice from legal services as appropriate and to represent the Service in Court hearings if required.
- To be responsible for the establishment and maintenance of auditing systems which ensure adequate comprehensive recording practice, assessment and case management arrangements

**Head of Initial Contact and Response
Adult Social Care
Personnel Specification**

Knowledge and Qualifications

- Evidence of significant relevant Continuing Professional Development (CPD)
- A degree, comparable qualification, or evidence of analytical skills, report writing and lateral thinking skills required for this level of post
- Evidence of a relevant management qualification or sufficient level of management training commensurate with this level of post
- A relevant social or health care qualification e.g. Social Work, Nursing, Occupational Therapy and evidence of current registration with appropriate registering body is desirable for this post but not essential

Experience

Track record of achievement at a senior leadership level in a similarly large and complex organisation including evidence of:

- managing a range of assessment and care management functions and ensuring the highest quality of service and quality outcomes for the people we serve
- delivering operational change to the services that underpin and make assessment and care management team successful
- leading the partnerships that underpin assessment and care management teams across the Council and external partners and delivering changes that make a difference to the outcomes for people
- delivering customer focused services and service improvements managing demands and pressures on the service and tight deadlines
- successful management of significant budgets and resources (including staff teams, purchasing, commissioning and capital budgets) to ensure that the service is effectively resourced to deliver to the required standard
- planning for a minimum of one year anticipating priorities, changing landscape and predict the future service
- successful senior management and leadership of operational services in a large complex social care, health or other relevant setting
- successful management of significant organisational change including culture change, change management programmes and project management
- successful development of a performance management culture in operational services and the delivery of high quality standards of customer service
- ability to develop and lead on strategic policy areas and change
- successfully working in partnership across key agencies and organisations providing leadership and working as a key team player.

Key Skills

- Strong Leadership and management skills including people, performance and budget management
- Communication, negotiating and influencing skills
- Work collaboratively corporately and departmentally creating a strong team spirit · Strong role model who demonstrates a personal commitment to high standards of public service, honesty and integrity and professionalism
- Strong analytical skills (analysing demand, priorities, trends and predicting future customer needs) in order to solve problems
- Able to design, develop and implement solutions with a clear focus on evidencing the difference this makes to the service and our customers
- Able to represent the department and council in internally and externally

- Communicate openly and honestly: listening and responding to individual situations and the ability to have difficult conversations
- Build honest, respectful and fair relationships based on dialogue and transparency
- Take individual responsibility, but work as one team to manage risks and create seamless services
- Work with partners (statutory, voluntary, service users and customers) to find solutions that make a difference
- Recognise potential and actual abuse (of any kind to an adult or a child) and respond effectively
- Show resilience and drive to cope with the demands and pressures of the post including the ability to cope effectively at times of crisis
- Ability to work flexibly across service as and when required.