

Job description

Job Title:	Head of Service – Adult Social Care – Localities
Grade:	17
Job Evaluation Reference:	ES 625
Job Family:	Business Policy and Administration

Purpose and impact

The purpose of the role is to provide strategic and operational leadership /management to deliver statutory social work service pathways. The role is delivered against a clear set of national legislative and statutory frameworks under the Children Act 1989, the Care Act 2014 and other relevant legislation.

The Dorset County Council Adult & Community Services Directorate delivers adult social care, and a range of community services to people of all ages living in Dorset within the context of the DCC Corporate Plan.

The Corporate Plan is focused on delivering improvement in four key outcome areas within Dorset; Safe, Healthy, Independent and Prosperous. The Directorate contributes to these corporate outcomes.

The Adult and Community Services Directorate has an ambitious transformation and cost reduction plan and has developed a programme to oversee delivery. The programme vision is:

“We will work with people, communities and other organisations to improve and maintain their well-being, to live as independently as possible recognising some individuals and groups may need more support than others”.

The programme aims to focus on three key outcomes:

- Delivering good health and care, flexible, affordable and accessible
- Promoting independence – helping people to help themselves
- Enhancing wellbeing for local communities

These outcomes are also closely aligned with the Sustainability and Transformation Plan (STP) where we work in partnership with the Borough of Poole, Bournemouth Borough Council, Dorset Clinical Commissioning Group and NHS providers across Dorset. The Dorset STP is one of the four in the country which are recognised as pioneers in delivering significant improvements in quality, equity and financial sustainability across health and social care through the development of accountable care. A subset of this plan is our Better Care Fund which sets out our aspirations for integrated working by 2020, the post-holder will play a pivotal leadership role in ensuring these aspirations are delivered.

This position will be responsible for the leadership and management of the operational locality teams that deliver the adult Care Act responsibilities of the Local Authority. This includes social work and occupational therapy functions.

The post-holder will lead and develop strong partnerships with Locality Health and Well Being Boards, supporting Locality Managers in establishing collaborative working with a range of other



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Council services in localities, community and voluntary sector groups / organisations and other Public Sector providers. Local NHS and market relationships will be a key area of development to support locality plans and the Head of Locality Services will be expected to be responsible for ensuring that the corporate and Directorate commissioning plans are translated into operational delivery and practice.

The post-holder will also participate in specific projects within the Adult & Community Service's Forward Together Change Management programme. They will lead the Directorate work with the Making It Real Board and other co-production and service users/carer engagement.

Working with the Principal Social Worker and Principal Occupational Therapist the post-holder will be responsible for ensuring that business and continuity plans reflect best practice with a specific responsibility for ensuring that the effectiveness and efficiency of operational practice is monitored through a range of key performance indicators. The post-holder will also ensure that audit recommendations are acted upon.

The post-holder will be responsible for developing and implementing business plans, managing performance and ensuring that workforce capacity is managed against demand. The post-holder will be expected to ensure that they have budget plans that reflect the requirements for a contribution to the cost reduction plans for the Directorate, planning, allocating and delegating approval for spend in line with the scheme of delegation.

The post-holder will be expected to put in place appropriate performance management mechanisms, recording and managing risk and be a visible leader ensuring that communication and engagement between different members of the locality functions are facilitated. They will be a key member of the adult social care operations senior management team and will also be expected to participate in the senior management team of the Directorate and One Council team.

The post-holder will work closely and collaboratively with the Head of Specialist Services and the Head of Learning Disabilities/Mental Health supporting the Assistant Director of adult care operations to meet the national and local performance targets and deliver a high-quality service. They will be expected to have high levels of visibility with local elected members, and to work within governance

Key Responsibilities

- To provide the Senior Leadership and management of relevant statutory social work services and multi professional arrangements.
- To work as a member of a senior leadership team within allocated areas responsible for the joint delivery of identified outcomes for vulnerable adults, children, young people and their families.
- To identify required strategic outcomes and to plan and oversee the implementation of programmes to deliver services and meet identified performance targets
- To monitor service delivery in relation to identified performance measures and to plan and deliver performance improvements where required.
- To provide visible and effective leadership including within strategic partnerships and Local Safeguarding Boards.
- To lead and contribute to delivery of early help and prevention strategies in partnership with others.



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- To deliver and manage a range of services efficiently and effectively in accordance with Directorate policy and procedures
- To Contribute to strategy and policy development across the Council.
- To deputise for Directors or Assistant Directors as required.
- To act as an expert regarding statutory social work providing strategic advice and guidance to staff and other professionals.
- To lead on the delivery of allocated projects or service development areas.
- To promote best practice and development programmes.
- To monitor and manage allocated budgets.
- To lead and manage staff groups
- To be responsible for promoting and safeguarding vulnerable adults and children
- To provide the leadership to several services/professionals regarding their specific area of operational service delivery.
- To be responsible for taking professional decisions on complex matters within appropriate timescales.
- To have direct line management for allocated Operational managers.
- To promote, develop and plan services ensuring that there is an effective and efficient delivery of services which meet statutory requirements and may be subject to regulation and inspection.
- To contribute to the strategic planning, working collaboratively with partners, communities, the voluntary sector and others as appropriate.
- To provide a clear line of governance regarding decision making on high risk and complex case issues and to escalate as appropriate.
- To be responsible for the performance management and outcomes for an allocated portfolio of services.
- To write reports, work plans, and service plans as and when required.
- To lead and/or relevant leadership and management meetings as required.
- To lead and/or be involved in budget and performance discussions and work closely with colleagues in finance, performance and in other key support areas to ensure effective service delivery within available resources.
- To be responsible for performance and delivery of outcomes against key performance indicators in allocated areas.
- To manage delegated budgets effectively and efficiently in line with the authority's scheme of cost centre management and delegation.
- To manager early help and prevention resources as allocated.
- To ensure that there is compliance with health and safety in allocated service areas.
- To provide strategic leadership.
- Undertaking any lesser or comparable duties as identified.

NB: The duties and responsibilities of this post are not restrictive, and the post holder may be required on occasion to undertake other duties. This will not substantially change the nature of the post.

Supervision and management

Reporting to: Corporate Director – Adult Care Operations



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Responsibility for: allocated operational managers who manage a large staff group

Other factors

This post holds responsibility for delegated budgets and IT equipment resource.

The post holder will have a substantive base but there will be a requirement for them to work in an agile manner across the County. Additionally, there is an expectation that they will be available outside of the normal working hours to manage complex situations where their advice, guidance or a decision is being sought. This is a role where there is a high expectation of commitment and flexibility from all managers at this level.

This position has a significant travel requirement. This means that there is a requirement for a vehicle (or transport deemed to be suitable by the County Council) to be available on most working days to carry out normal duties. Employees in positions with a significant travel requirement are required to provide a replacement vehicle if their usual vehicle is not available over an extended period.

The post-holder will have a professional Social Work or Occupational Therapy qualification and significant social care experience with a strong focus on personalisation.

The post-holder will be able to demonstrate significant experience at a senior level of partnership working with a wide range of stakeholders and be able to develop and implement change using a range of techniques and communication methods with a specific focus on leadership of operational services.

The post-holder will be required to demonstrate the ability to manage significant budgets, effectively analyse operational performance across a range of indicators and to put in place mitigating action where required.

The post holder will be required to work flexibly and be available for work across the working week
May be required to attend evening meetings, to participate in duty and cover systems

May be required to respond to urgent resilience calls and emergency situations out of hours

Our behaviours

Dorset Council has developed and embedded a set of behaviours that will form part of everything you do and you will need to be able to demonstrate them through the way you work, regardless of your role or grade within the organisation.

Full details can be found on the job website under '[Working for Dorset Council](#)'.

Applicants will be shortlisted on the basis of demonstrating that they fulfil the following criteria in their application form and should include clear examples of how they meet these criteria. You will be assessed in some or all of the specific areas over the course of the selection process.



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Essential	Desirable
The minimum essential requirements for the above post are as follows:	Will only be used in the event of a large number of applicants meeting the minimum essential requirements:
Qualifications/Training/Registrations	
Required by law, and/or essential to the performance of the role	
1. Degree level education	Project management qualification, or equivalent experience
2. Diploma in social work/occupational therapy/CQSW	Management qualification
3. Evidence of commitment to continuing professional development	
4. HCPC registered	
5. Safeguarding Board trained	
Experience	
6. Substantial managerial experience at a tier three managerial level three in a relevant social work setting (e.g. Operational manager/Area Manager)	Experience of working within a political context and working directly with elected members
7. Substantial experience of delivering complex statutory social work at an operational level	Experience of delivering innovative approaches to service delivery
8. Experience of being a strategic thinker, leading change and progressing organisational objectives	
9. Experience of delivering performance improvements within a performance management framework	
10. Experience of statutory inspections and frameworks e.g. OFSTED, CQC	
11. Experience of managing complex budgets within an effective, efficient and economic approach	
12. Experience of the effective analysis of performance data to improve outcomes	
13. Experience of working with a wide number of partner agencies to deliver improved outcomes	
14. Experience if managing complex complaints	
15. Experience of service user participation and working with the service users/partners	
Skills, Abilities & Knowledge	
16. Comprehensive knowledge of all relevant statutory legislation, policy, procedures and developments in the relevant field of social work	Knowledge of IT systems and their application in a large organisation
17. Knowledge and understanding of the work of Local authorities	

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18. Knowledge of current issues that face communities	
19. Knowledge of the contribution/initiatives of other agencies/partners in multi professional working	
20. Knowledge of the key issues which impact upon the outcomes for vulnerable adults, looked after children or those on the edge of care	
21. Knowledge of the commissioning cycle and the processes within it	
22. Clear evidence of an understanding of diversity and equality issues	
23. Knowledge of Children and Adults protection procedures	
24. Knowledge of Early help and prevention	
25. Knowledge of Child Sexual exploitation and child sexual abuse (Children)	
26. Knowledge of the impact of domestic violence, substance misuse, and mental health on a family's ability to provide appropriate care for children or vulnerable adults	
27. Knowledge or understanding of budget management	
28. Knowledge or understanding of the importance of effective managerial decision making using factual evidence, research and analysis regarding the plans for vulnerable adults or children and young people	
29. Knowledge of the use of data to inform both practice and future service developments	
30. Knowledge of different operational models for the delivery of adults and/or children's statutory services	
31. Knowledge of project management	
32. A skilled and versatile leader capable of driving change forward who is able to inspire, develop, and motivate the service delivery areas	
33. High level of written and oral communication skills	
34. Strong communication, influencing, negotiating and presentation skills	
35. Robust under pressure with ability to make sound judgments in a high risk and complex environment	



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36. Commitment to meaningful neighbourhood and locality working	
37. Ability to appraise and identify opportunities for improvement in both people and service	
38. Strong team player at a senior level	
39. People management skills	
40. Management of change skills	
41. Ability to take initiative	
42. Budget management	
43. Time management	
44. Ability to deal with complaints sensitively and effectively	
45. IT skills	
46. Service development and project management skills	
47. Strong commitment to learning and development	
Behaviours	
48. Respect	
49. Responsibility	
50. Recognition	
51. One Team: Collaboration	
Other	
52. Ability to fulfil the travel requirements of the post	
53. Ability to work flexibly according to the demands of the post	
54. Ability to demonstrate the listed behaviours	

Approval			
Manager		Date	

