

## ROLE PROFILE

<b>Job Title</b>	<b>Head of Service Access, Assessment, Hospital Discharge and Review &amp; Access</b>
<b>JE Code:</b>	<b>JE1978</b>
<b>Grade:</b>	<b>M      Competency Level: 4</b>
<b>Accountable to</b>	<b>Director of Adult Services / Group Head</b>
<b>Date</b>	<b>November 2019</b>

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### Service Accountability

In fulfilling the objectives of the post, the post holder is accountable through the DASS for the following services:

1	Social Work Assessment (Older People)
2	Social Work – Review & Access
3	Social Work - Hospital Discharge
4	Access to Adult Services

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### Purpose of Role

As a member of the adult services leadership team (ALT) and working with external and internal partners, the Head of Service role is wholly responsible for the strategic leadership, and operational management of a complex and diverse service(s) within adult social care.

These services must be of high quality, in line with national and local policy, relevant legislation and best practice and deliver the best outcomes for adults with social care need, whilst meeting the agreed financial and service performance targets.

The role holder is accountable for a designated service to the Director of Adults Services/ Group Head Adult Services and as such is fully accountable for the outcomes of services by:

- Delivering an integrated whole systems approach to supporting communities, driven by quality, customer focus and the very highest professional practice
- Assessing need and ensuring availability and delivery services within their responsibility
- Professional leadership
- Maintaining robust monitoring and risk assessment systems
- Working with other Heads of Service, senior managers in partner agencies to ensure effective delivery of a range of integrated services.

- Promoting social inclusion and wellbeing

### Head of Service Scope & Responsibilities

1	Lead designated service to ensure continuous improvement, by meeting both relevant health and adult social care national and local performance targets and by setting and meeting service improvement targets, to provide early intervention and targeted and specialist services for adults.
2	To lead within the ever-changing climate and environments within public service organisation, providing visible leadership, direction, and drive not only across the services they are responsible for but in the wider health and social care economy.
2	Through key partners, build relationships to ensure collaborative/partnership working to deliver services that promote independence, reablement, wellbeing and choice for customers.
3	Service budgets are prepared, monitored and controlled, to ensure that financial targets are met and systems are in place to identify pressure areas and respond appropriately.
4	Take full responsibility for the performance against national (ASCOF) and local performance indicators and the Council Plan to ensure continuous improvement, by meeting national and local performance targets and by setting and meeting service improvement targets.
5	All Health and Social care policies and procedures are monitored and maintained both within areas of control and across adult social care, delivering a consistent and lawful, application of policy into specialist learning disability services delivery, including meeting the requirements for registration and inspections by the Care Quality Commission (or other future regulatory bodies) clinical governance and other statutory bodies.
6	To lead and manage a diverse group of managers, which includes supervision, appraisals, holding regular team meetings, ensuring policies and procedures are being adhered to, that all colleagues within the service are fully engaged and that service delivery is to a high standard.
7	Complaints are investigated and reports prepared to ensure timely and appropriate resolution for customers.
8	Work with the senior lead for commissioning to ensure that service priorities are agreed across the health and social care economy and that service specifications and the monitoring of outputs and outcomes optimise the delivery of a high standard of adult social care services.
9	Develop and build strong and productive relationships with councillors of all groups and to ensure that councillors are offered timely high-quality professional advice and guidance.
10	To work closely and collaboratively with the wider management team including Commissioning, Finance, HR and Learning & Development.

### Service Responsibilities

The Head of Service role for Access, Assessment, Review & DoLS and Hospital Discharge has the following specific service responsibilities:

1	Ensure that access arrangements into Adult Services deliver excellent customer service and meet KPI
2	Deliver a quality strength based assessment, support planning, access and review service for older people and people leaving hospital in Milton Keynes ensuring statutory responsibilities are met.
3	Lead and be accountable for Delayed Transfer of Care (DTOC) performance across Adult Social Care. To lead the MKC escalation response across system including representing the Council at system wide board meetings and teleconferences.
4	To take full responsibility for improving outcomes for vulnerable adults by ensuring high quality social work and targeted intervention are delivered. Ensure that appropriate strategies are in place to deliver improvement in relation to the agreed national and local indicators and to monitor their effectiveness. <ul style="list-style-type: none"> <li>• setting high expectations and support and challenge all relevant staff</li> <li>• ensuring consistency in the delivery of services including the commissioned interventions.</li> </ul>
5	Responsibility for the access team ensuring that performance indicators are in place for a high quality service

## People

Size of Workforce: 100+  
Direct Reports: 4

The role requires the post holder to give clear leadership and management direction to the workforce within their area of responsibility.

The adult services workforce consists of professionally qualified staff including Social Workers, Occupational Therapists, Approved Mental Health Act Professionals (AMHP), alongside carers and a wide range of other support staff.

## Financial

The post holder has total accountability for the following budgets:

### Specific Budget Details £14.169m

It is the post holder responsibility to ensure that resources management and financial management are central to strategic decision making. Services are delivered efficiently and effectively, ensuring there are sufficient available to discharge the Directorate's functions in line with published priorities, performance standards and budget requirements.

These budgets are subject to unpredictable demand patterns and costs and therefore a high level of skill is required in both forecasting in-year and in the setting of the medium-term financial plan for social care.

## THE SEVEN COMPETENCY LEVELS RELEVANT TO THIS ROLE

<b>Customer focus</b>	<ul style="list-style-type: none"> <li>✓ Creates an organisation-wide culture of outstanding customer service</li> <li>✓ Reviews current and future customer trends and requirements to inform Council decisions</li> <li>✓ Allocates resources to meet customer needs</li> </ul>
<b>Communicating and engaging</b>	<ul style="list-style-type: none"> <li>✓ Visible and regularly engages and communicates consistently with staff and stakeholders</li> <li>✓ Tailors messages to the audience and listens and acts on feedback</li> <li>✓ Reinforces messages to enhance understanding</li> </ul>
<b>Managing resources and risk</b>	<ul style="list-style-type: none"> <li>✓ Sets direction, identifying key outcomes and determining optimum means to deliver services</li> <li>✓ Leads innovation and strategically commissions services for long term needs</li> <li>✓ Allocates resources to meet key priorities and build future resilience and succession</li> </ul>
<b>Organising and improving performance</b>	<ul style="list-style-type: none"> <li>✓ Engages all stakeholders to create bold long term strategic plans for the citizens of MK</li> <li>✓ Establishes clear success criteria, reviewing progress and evaluating outcomes regularly and rigorously</li> <li>✓ Creates agile organisation resourced and able to respond quickly to change</li> </ul>
<b>Taking responsibility</b>	<ul style="list-style-type: none"> <li>✓ Makes things happen and is accountable for the performance of the Council and personal responsibilities</li> <li>✓ Works corporately and stops actions that are not adding value</li> <li>✓ Establishes appropriate systems of scrutiny, review and monitoring and acts on findings</li> </ul>
<b>Team player</b>	<ul style="list-style-type: none"> <li>✓ Always accessible and works with stakeholders across the region to get the best outcomes for MK</li> <li>✓ Creates an environment for people to collaborate, share knowledge, innovate and work across boundaries</li> <li>✓ Provides leadership to create wider partnerships</li> </ul>
<b>Excellent leadership</b>	<ul style="list-style-type: none"> <li>✓ Provides inspiring, confident leadership and support to others and importance of work/life balance</li> <li>✓ Works with the current and emerging big picture in mind at all times</li> <li>✓ Articulates the future vision of MKC clearly, confidently and consistently</li> </ul>

## **PERSON SPECIFICATION**

The method of assessment during recruitment processes will be via application form, interview, testing, and reference.

### **Experience and Knowledge**

- A solid understanding of the relevant legal, commercial, political, operational and social community aspects of a similar diverse and complex environment. Previous experience of being the lead social work professional within an authority.
- Detailed understanding of the legislative frameworks and statutory requirements relating to adult social care services and the technical knowledge of the requirements of the health service.
- Proven track record of success in health and social care provision.
- Experience and knowledge of the relevant regulatory and inspection frameworks and requirements.
- Practical evidence of developing and maintaining good working relationships with a wide range of customers/stakeholders, developing a positive personal and organisational profile and building partnerships
- Evidence of high-level management achievement and/or training.
- Track record of leading transformational change in a complex organisational environment.
- Track record of leadership and development of high performing teams.
- Experience of strategic planning and service delivery within local or central government, with demonstrable and proven record of achievement in same.
- Experience of developing and implementing planning, commissioning and performance frameworks in a multi-disciplinary and partnership environment.
- Experience of having worked at a senior level in a political environment, skills in understanding and responding to different perspectives and taking a cross-organisational perspective.
- High level written and oral communication skills.
- Demonstrable commitment to equality and diversity issues in both service provision and employment practices.
- Demonstrable achievement in successfully managing budgets in a demanding public arena against high levels of demand.
- Ability to think critically and analytically to draw sound conclusions on the basis of complex data.

### **To underpin this experience and knowledge, the role holder must:**

- Be educated to degree-level or have equivalent experience in a relevant subject.
- Have a relevant professional qualification (eg social work)
- Be able to evidence continuous professional development.
- Proven track record of success in a front-line service delivery environment.
- Extensive experience and delivery of strategic planning and service delivering, including statutory obligations within local or central government or private sector, with demonstrable and proven record of achievement in same.

## Other requirements

- This is a politically restricted post
- This post is exempt from the provisions of the Rehabilitation of Offenders Act 1974. A satisfactory Disclosure and Barring Service Declaration check will be required prior to appointment
- Able to travel to meet service delivery requirements
- Available to undertake work outside of normal working hours

