

Head of Mental Health and Complex Need

JE Code: JE2455



Values – We are dedicated, respectful, collaborative, we are Milton Keynes City Council

Service:	Adult Services
Reports to:	Director Adult Services
Job Family:	Strategic Leadership
Grade:	M
Political restricted:	Y
Date:	December 2022

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 post holder reports to the Director of Adult Social Services (DASS) for Milton Keynes Council and as such is accountable for the delivery of services, including:

- Social work and outreach services people with mental health, substance misuse and other very complex needs
- Rough sleeper services including outreach and provider provision such as overnight crisis accommodation and targeted support
- Commissioned services for these groups alongside the Head of Commissioning
- Emergency out of hours social work services for all adults including the Approved Mental Health Professional (AMPH) Service

Staffing number of approx. 45 and budget of c.£6 million

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.

Key Deliverables

1.	Statutory social work services as outlined in the Care Act 2014 for adults with mental health and complex needs.
2.	Lead the MKCC Mental Health Service for Adults in close partnership with the NHS mental health and substance misuse services ensuring jointly agreed outcomes for people who need our services.
3.	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.
4.	Manage the transition of young people into Adult Services ensuring a timely and planned response.
5.	Take full responsibility for the performance against national (ASCOF) and local performance indicators and the Council Plan to ensure continuous improvement, by setting and meeting service improvement targets.
6.	Work with both NHS and MKCC commissioners to ensure that service priorities are agreed and both MKCC delivered services and those commissioned externally met the needs of service users and are of good quality.
7.	Lead partnership working across the service for all areas including mental health, rough sleeping and substance misuse.
8.	Ensure that the safeguarding of vulnerable adults is consistently embedded across all Adult Services and partner organisations are engaged with this agenda.
9.	Support the DASS in ensuring the delivery of the Local Authority Social Services functions listed in Schedule 1 of the Local Authority Social Services Act 1970 (as amended) by ensuring that all statutory requirements within adult social care are met.
10.	Prepare, monitor and control adult social care service and relevant health budgets, to ensure that financial targets are met, and systems are in place to identify pressure areas and respond appropriately.

Within reason these key deliverables may evolve to meet service need and it is expected that you will be flexible and adaptable in your delivery to meet both service and council wide needs

Essential Requirements (key skills & qualifications)

1.	To underpin this experience and knowledge, the role holder must be educated to degree-level or have equivalent experience in a relevant subject. The post holder is required to hold a relevant professional qualification as well as being an Approved Mental Health Practitioner (AMHP).
2.	Detailed understanding of the legislative frameworks and statutory requirements relating to adult social care services and health services and proven track record of success in a front-line service delivery environment.
3.	Evidence of high-level management achievement and/or training.
4.	Maintaining robust monitoring and risk assessment systems for the service area with high level assurance and quality improvement measures
5.	Considerable experience of working with a diverse set of stakeholders in the delivery of social care services.
6.	Experience of driving performance management using appropriate quality and management methods and models to deliver efficient and effective services.

Job Family

Strategic Leadership
Grade J

Colleagues expectations

- Be professional at all times
- Work together for the good of the team, council and local people
- Promote a supportive culture
- Challenge assumptions
- Take ownership
- Be willing to change and do things differently
- Always work in a safe manner

Managers expectations

- Be a role model by displaying positive behaviours at all times
- Make well-considered decisions
- Support, coach and communicate with my team
- Be accountable for my team's performance

The essential characteristic of Strategic Leadership jobs is that they bear responsibility for the planning and development of the Council's approach to its statutory and elective aims, maximising efficiency, value for money and the quality-of-service delivery across entire operating functions.

Role characteristics

At this level job holders report to a Group Head or Director and are responsible for the development and implementation of strategy relating to several Services within that Group.

Role carries significant responsibilities for finance and a range of other non-financial assets.

Job holders make autonomous decisions and lead the management of change throughout their area of influence within the Group.

The knowledge and skills required

Job holders require advanced theoretical knowledge to make appropriate judgements and decisions at this level. In addition, job holders will maintain ongoing professional development and have a thorough understanding of external legislative and societal change, as well as a deep understanding of the Council's operational structures which both support and depend upon the job holder's actions and advice. Roles will be professional experts, providing expert leadership across a number of Services.

Thinking, planning and communication

Job holders will use their professional expertise to deal with highly complex, pressing issues including change initiatives and risk management across a range of services. They will also look well ahead and take a long-term, strategic view of their project and service delivery objectives over several years into the future, shaping their service's composition, approach and operating procedures in accordance with wider goals mandated by Group management.

The information exchanged at this level will be routinely complex, contentious in nature and/or highly significant to the Council's reputation. Job holders will have additional demands placed upon them by the need to persuade others to adopt courses of action they may not otherwise wish to take, based on evidence based and reasoned argument. This will occur in written interactions but can also be the case in face to face verbal exchanges where job holders will advocate the Council's position in response to opposing opinion in a formal or informal setting.

Decision making and innovation

The limitations to job holders' decision making will be only the broad policy and practice guidelines that exist at both a corporate and even national/professional level. At this level of autonomy, job holders will be the final arbiter of many escalated technical and professional disputes and problems. They will report to a Group Head or Director and will devise and implement strategic plans and policy in relation to several service areas.

Areas of responsibility

With a diverse range of jobs being represented at this level, the precise blend of responsibilities for which the job holder is accountable will depend upon the service in which they operate.

Roles will focus on the needs of external service users or partners and will be responsible for critical day to day decisions with legal and reputational dimensions and the development of directorate level policy and functional procedures.

In addition, such roles are likely to have very high levels of responsibility for such elements as finance (very substantial budget management), information assets (council-wide systems) or premises (of extremely high value and critical operational importance).

Job holders will have full line management responsibility over several service areas, each with their own full management structure and featuring highly diverse specialties and employee profiles.

Impacts and demands

The combination of both tactical and strategic matters that job holders deal with means that roles are inherently very complex, demanding of particularly lengthy periods of concentrated mental attention while also managing very high levels of work-related pressure from deadlines, interruptions or conflicting demands.

At this level, tasks and duties will be generally carried out in a sedentary position but there will always be a requirement for standing and walking from time to time, and the occasional need to lift or carry items.

Job holders will not be required to develop and maintain working relationships with people who, through their circumstances or behaviour, place particular emotional demands on the job holder.

Job holders at this level will find themselves very occasionally exposed to some disagreeable, unpleasant or hazardous working conditions.