



City of Westminster



THE ROYAL BOROUGH OF
KENSINGTON
AND CHELSEA

Bi-Borough Director of Health Partnerships

What we value in RBKC and WCC

In RBKC and WCC we want to help improve the quality of life and life-chances for everyone. Our commitment to equality goes beyond just complying with our statutory duties. It is about the Council and our partners actively removing barriers and supporting individuals and families to reach their fullest potential. We want everyone to be able to voice their hopes and concerns about their future; regardless of their background, beliefs or characteristics. This will help us shape our policies and deliver our services in a fair and equitable way. We are committed to diversity and equality of opportunity in all aspects of our work. We strive to be an inclusive employer and particularly encourage interest from under-represented groups.

We believe that through our leadership and working together we can create the best environment to support growth that benefits our local communities and our unique heritage of which we are the proud custodian.

Our aim is for Adult Social Care and Health to be a directorate of choice and aspiration where the connections we build amongst our teams, other council departments, residents, businesses and visitor’s gets stronger as everyone plays their part in and benefits from the directorates continued success.

Our culture

Within RBKC we aim to make sure that residents are at the heart of decision making in everything we do. This means:

- We listen to others and value the personal experiences of people in our communities and each other.
- We work together and in partnership with everyone that has an impact on the lives of our residents.
- We want to understand, learn from each other and continually adapt.
- We act with openness, honesty, compassion, responsibility and humility.
- We adopt a fair and involving approach regardless of any way in which an individual is different to us.
- We provide quality services that are responsive, effective and efficient.
- We let people know how we are doing and communicate why and how decisions have been made Working

At Westminster we have a culture of openness, transparency and integrity – where everyone has the opportunity to thrive and develop to be the very best.

The Westminster Way is the council’s commitment to our staff and is underpinned by three pillars:

- **Personal development:** Everyone has talent.
We want everyone to thrive at Westminster and so we take the time to nurture talent – coaching and mentoring our people to be the very best.
- **Value our people and diversity:** Everyone is valued.

	<p>We embrace our differences, to bring new perspectives to the future challenges of our city.</p> <ul style="list-style-type: none"> • The Westminster Way of working: Everyone is a leader. At Westminster we encourage everyone to develop themselves to have a growth mindset and an outward looking approach to provide the best service to our residents, businesses and visitors. We champion modern and agile working and an open and transparent outlook to the way we work. <p>In order to do the very best for our communities, we believe that our workforce should be representative of the people we work on behalf of, our residents. That's why at Westminster we celebrate and embrace our differences.</p> <p>We are passionate about creating a diverse and inclusive workplace where all can thrive, and where every single person has the opportunity to develop, grow and to be valued for their contribution.</p>
<p>Portfolio/responsibilities of this role</p>	<p>This role will support the Executive Director of Bi-borough Adult Social Care and Health to effectively deliver the strategic vision, goals and core values of the two boroughs and their diverse communities.</p> <p>Strategy development</p> <ul style="list-style-type: none"> • Helps shape and influence the direction of the council to drive forward the public service reform agenda and ensure delivery of its priorities and value to residents. • Provides a strategic vision for the future development of the service to enable the council to meet its future challenges, fostering a culture of continuous improvement through: <ul style="list-style-type: none"> ➤ Leading on the partnership working with CCGs to develop joint strategies for out of hospital services. ➤ Supporting commissioners across health and care to take a rounded view of community-based assets. ➤ Liaising and engage with performance, children's services, public health and housing services, as well as NHS providers, to drive new approaches to system leadership locally including support to the delivery of refreshed 5 year health and wellbeing strategies. ➤ Championing innovation & transformation strategies that 'break new ground' and 'lead the way', enhancing both RBKC and WCC's resident engagement and experiences while driving agility and efficiency through operational excellence. ➤ Creates energy about and engages others in a shared vision and strategy that will deliver priority outcomes for our residents. ➤ Acts with integrity and Inspires people to reach the highest standards of performance and to feel a sense of pride in belonging to the organisation and the communities we serve. <p>Corporate leadership:</p> <ul style="list-style-type: none"> • Works as part of the distributed leadership network of RBKC and WCC Councils, working together to drive forward and accept collective responsibility for a range of departmental and cross-cutting initiatives which are required to ensure changes are embedded in a sustainable way throughout the organisations. • Provides corporate leadership that encourages our staff to recognise their contribution to the strategic objectives of both RBKC and WCC.

- Implement a comprehensive and integrated strategic plan that builds an inclusive culture across both RBKC and WCC Councils and ensures diversity and inclusion is central to all we do.
- Deputising for the Executive Bi-borough Director of Adult Social Care and health as and when required at all levels within the Bi-borough setting enabling the;
 - Sharing of corporate responsibility for strategic planning, governance, corporate policy making and the delivery of both RBKC and WCC's objectives.
 - Providing, professional and strategic advice in relation to operational performance and service delivery.
 - Meeting of all statutory and regulatory responsibilities, promoting the continued sustainability, growth and success of the Directorate.
 - Demonstrating the delivery of safe and compassionate care to all Bi-borough residents, role modelling both RBKC and WCC's values
 - Working across the community, NHS and social care landscape providing infrastructure, systems, tools and leadership to drive meaningful change and integration of services, employing best practices in measurement and performance improvement.
 - Influencing the development of a whole systems approach to developing health and social care across organisational and sector boundaries particularly in relation to urgent and complex care.
 - Aligning the corporate, clinical and professional agenda where the ultimate goal is safety and the high quality of services for Service Users and carers, through continuous improvement in quality, Service User/Resident experience and outcomes.

Service leadership and management:

- Lead the integrated delivery, improvement, management and performance of the service, commissioning and directing activity within the council and externally as required.
- Ensures overall objectives are translated into effective plans and that the service is efficient and locally responsive.
- Provides inclusive, inspirational and professional leadership to staff, strengthening skills and competence and fostering a strong culture of standards, performance, accountability underpinned by a commitment to staff diversity, development and wellbeing.
- Creates and enables a learning culture that supports the development of staff.
- Takes responsibility for helping to build organisational capabilities to meet current and future challenges.
- Ensures that development opportunities, resources and time are equally available to all
- Embed both RBKC's and WCC's values and behaviours building a sustainable highly effective department and develop RBKC's and WCC's reputation as a successful council delivering great value for their residents.
- Work closely with internal and external stakeholders to identify new innovative ideas to improve strategic outcomes for residents through day-to-day operations.

- Drive innovation and breakthrough solutions to improve outcomes for residents.
- Promotes a culture and work environment to test new ideas, takes risks and learns from failures.
- Sponsors initiatives to ensure that people, processes and technology create an agile organisation, responding quickly to external events.
- Embeds and scales evidenced-based change to deliver enduring transformation for residents.
- Brings the best of innovations from our partnerships and other sectors into the organisation
- Embed RBKC and WCC Councils Diversity and Inclusion agenda through demonstrating, facilitating and supporting departmental Heads of Service, their teams and individuals to ensure diversity and inclusion is embedded in all their work.

Resources / Financial management:

- Ensures tight budgetary control and prioritise use of resources and assets to support the delivery of the council's vision and help ensure that the council receives value for money from its expenditure.
- Drives the development of outcome based Public Health models to better ensure strong price competition and transfer of risks through contracts with third parties.
- Champions and drive the development of commercial opportunities.

Partners and stakeholders:

- Actively engages, communicates and influences stakeholders within the both RBKC and WCC, across internal and external partners and with the wider local and central government community to champion the council's approach to unified, inclusive and accessible public services.
- Fosters the bringing together of local services and decisions across agencies to reduce demand and help communities more independently support themselves.
- Works at a strategic level with central government departments, particularly with the CCG's, their regional structures, London Health Board, and other strategic partners

Business change:

- Leads, develops and ensures implementation and review of change management programmes to deliver continual improvement. Assist the Chief Executive and Executive Directors in developing a single council-wide corporate culture to engender a strong and shared approach to delivering services and provide better support for staff to deliver savings.

Compliance:

- Ensures that all activities within the service comply with the council's constitution, Standing Orders, financial regulations, health and safety and safeguarding responsibilities and that effective systems operate within the service to manage performance and risk.

Budget Responsibilities -

Staffing £13M – Total of 205 FTE

Other: BCF & iBCF programme budgets which is in total - £61M

<p>What do we expect this role to achieve?</p>	<p>The fundamental purpose of the postholder is to provide the leadership to drive improvements in the health and wellbeing of the residents of Kensington and Chelsea and Westminster to reduce inequalities in health outcomes and working in collaboration with the CCG's to protect local communities from threats to their health through infectious diseases, environmental and other public health hazards.</p> <p>Corporate Purpose of Job</p> <ul style="list-style-type: none"> • As a member of the council's senior management team, to contribute proactively to the collective leadership for both RBKC and WCC working collaboratively with Members, services across the council, partners and stakeholders to deliver both council's objectives and priorities. • Embed both RBKC's and WCC's values and behaviours building a sustainable highly effective department and develop RBKC's and WCC's reputation as a successful council delivering great value for their residents. • Provide outstanding leadership and direction to the service, driving service transformation and ensuring excellent joint working with Members and other stakeholders. • Develops a clear, targeted long-term strategies that ensure health and social care delivery is shaped in ways which deliver maximum improvements in health and wellbeing. • Continuously minimise the adverse effects of demographic change and potential threats from poor health on the long-term competitiveness of the Bi-Borough authorities. <p>Service leadership and management:</p> <ul style="list-style-type: none"> • To play an active role as part of the leadership team in the setting and delivery of priorities, outcomes and budgets, proactively formulating strategies and proposals for discussion and planning purposes. • Work With elected Members within the RBKC and WCC to deliver local government responsibilities for public health and is the health lead for the boroughs at a strategic level. • Work with both RBKC and WCC's Executive Directors and their senior management teams; the Management Boards of the CCGs and the CWHH CCG Collaboration; other NHS partner organisations; Third Sector and other Providers; Research & Development partners and with professional networks and linked programmes. • Provide a clear professional lead to and work collaboratively with all partners, securing the agreement, commitment and participation of all relevant agencies, partners and other stakeholders. Foster the bringing together of local services and decisions across agencies to reduce demand and help communities more independently support themselves.
<p>Band/Salary range (Please advertise full green zone band)</p>	<p>Band 6 £**** "Salary is negotiable depending on experience within the green zone"</p>
<p>Work style</p>	<p>Agile and flexible working conditions</p>
<p>Your manager & team</p>	<p>Reports to Bi-Borough Director of Adult Social Care and Health</p> <hr/> <p>Direct Reports: 4</p>

<p>Experience</p>	<ul style="list-style-type: none"> • Working at a senior management level in local authority, public health or health care setting. • Management of large budgets • Leading and motivating diverse teams, providing coherence and purpose. • Evidence of making connections between the diverse needs of service users and the value of a diverse and inclusive workforce in understanding and meeting those needs and in delivering strategic priorities. • Evidence of awareness and understanding of Equality, Diversity and Inclusion in the context of successfully leading teams including evidence of role modelling inclusive leadership. • Working with elected members • Developing effective partnership and business relationships with a diverse range of internal and external stakeholders. • Promoting application to practice of the principles and duties of relevant legislation and guidance, and ensuring systems support staff compliance with legal frameworks. • Managing change in complex organisations. • Developing and implementing strategic plans and measuring the impact and effectiveness of these in terms of customer satisfaction. • Managing operational staff and budgets to deliver business objectives. • Demonstrable experience of setting and monitoring complex internal and external service level agreements (Essential)
<p>Skills</p>	<ul style="list-style-type: none"> • Demonstrable Strategic leadership and collaborative working for Health, Health Improvement, Determinants of Health, and Health Communication and Health Protection • Knowledge and understanding of Integration and application of Health. • Excellent oral and written communication skills (including dealing with the media) • Effective interpersonal, motivational and influencing skills. • Ability to respond appropriately in unplanned and unforeseen circumstances. • understanding of and commitment to addressing relationships and cultures of organisations that impact on the wider determinants of health. • Full understanding of and commitment to delivery of improved health through mainstream NHS activities • Understanding of NHS and local government cultures, structures and policies. <p>Qualifications</p> <ul style="list-style-type: none"> • A Degree or equivalent experience in Health Care provision
<p>Corporate standards</p>	<ul style="list-style-type: none"> • Resources / Financial management We expect you to manage delegated budgets, funding and resources in line with our processes and our Westminster Way • Values and behaviours Our values and behaviours are at the heart of everything we do. We expect you to work in this Westminster Way empowering, engaging and encouraging your teammates to deliver our corporate vision.

	<ul style="list-style-type: none"> • Compliance We expect you to ensure legal, regulatory and policy compliance in area of your specialism, identifying opportunities and risks and escalate/report where appropriate. • Equality and diversity We value equality; diversity and inclusion as a city council, and we want you to lead and promote this way of working in your day-to-day work.
<p>Additional values and behaviours for Managers</p>	<p>People and Service Management</p> <ul style="list-style-type: none"> • Role model the Westminster Way: <ul style="list-style-type: none"> ○ Demonstrate inclusive leadership ○ Take the lead in driving initiatives ○ Be proactive in being forward and outward looking, by regularly investing in own development. ○ Demonstrate commitment to diversity and inclusivity and promoting equality of opportunity in all aspects of our work ○ Create a diverse and inclusive environment where team members feel supported and safe to express ideas; acknowledge mistakes and where difference is valued and celebrated. • Driving forward performance by empowering staff to take the lead. Setting high standards, encouraging improvement and innovation. Supporting the team to achieve by adopting a coaching style of management. • Having regular employee led conversations to develop our people – creating a safe environment for learning, taking time to understand their strengths and motivations, stretching them and coaching them to achieve. • Managing budgets responsibly – planning, monitoring and adapting budgets to respond to changing priorities. • Delivering the Medium-Term Plan • Working within the democratic framework - understanding the democratic process and its role in public organisations, anticipating Member needs and responding to their feedback.