# Job description

Post title: Assistant Director - Localities

Service area: Adult Social Care

Grade: CO4

Reports to: Deputy Director - Operations

Direct Reports: Team Manager (Complex Needs), Team Manager (Response)

## Our ambition

We're determined to make Islington fairer. To create a place where everyone, whatever their background, has the opportunity to reach their potential and enjoy a good quality of life.

We also have an ambitious goal – to be the best council in the country– with every employee clear about the part they play and inspired, focused and supported to give their very best.

We want to build an organisation where employees feel valued, inspired and empowered to help us achieve our goals and provide the best services possible to our residents.

## Our values and behaviours

‘Be Islington’ is about setting a clear challenge about what it means to be an Islington employee and sets the standard for every new recruit.

We ask our employees to ‘Be Islington’ – playing their part in working together for a fairer borough and to always be collaborative, be ambitious, be resourceful, and be empowering (‘CARE’).

## Our commitment to challenging inequality

We are committed to tackling inequality, racism and injustice and creating a fairer borough for all. In order to do this, we need to set the example by being a fair employer and creating a workplace environment, which is free from discrimination, racism and inequality. Our approach needs to be proactive, consistently learning to create a fairer workplace and foster a culture, which empowers all staff to challenge inequality.

Fairness is at the heart of what we do. We want to celebrate and embrace our differences by:

* Ensuring our workforce is representative of the people we work on behalf of, our residents
* Creating equitable working environments and diverse teams
* Understanding our residents in order to design and deliver services that help tackle inequality and improve life chances for our residents
* Getting to know people and their differences
* Interpreting issues and concerns from a cultural perspective and address situations or problems from the points-of-view of multiple cultures
* Supporting people with long-term health conditions and/or disabilities
* Recognising the value of flexible working to support staff where possible

## Key responsibilities

As part of the Senior Management Team in Adult Social Care you will help lead on the delivery of the vision for Adult Social Care: *For Islington to be a place made up of strong, inclusive and connected communities, where regardless of background, people have fair and equal access to adult social care support that****enables residents to live healthy, fulfilling and independent lives.***

Your leadership will ensure that we do this by working with residents and partners to enable new ways of working in the following areas:

* Prevention and Early Intervention - Working proactively to build on residents' skills, resilience and capacity to make positive and sustainable changes
* Problem Solving at the first point of contact – Highly skilled staff utilising a strengths-based approach to ensure a proportionate enabling solutions and support
* Outcome focused short term interventions – A focus on maintaining or improving independence by initiating short term creative interventions
* Responding to complex needs – Holistically managing complex situations to achieve the best life outcomes for the vulnerable residents

Islington is committed to providing high quality adult social care to its residents. In line with the changing needs and expectations of our residents and communities, our services must continually evolve and transform to ensure that we continue to meet their needs.

We have increased budget pressures and the ongoing need to deliver services in line with our statutory obligations and other legislation, which you will manage and deliver against.

We place high importance on strategic leadership and management and leadership skills. The person appointed will make a key contribution to the leadership and direction of Adult Social Care and the council as a member of the Senior Leadership Team and the directorate’s management team.

We are looking for someone who has achieved significant success and can apply fresh thinking and new ideas to Islington, challenging the status quo and driving forward innovation and service excellence across ASC.

For us leadership involves balancing the development and the driving through of strategy and change with keeping an eye on the detail in order to drive performance improvement. We are looking for someone who can achieve this balance as well as create a positive, development culture for staff that supports and encourages a representative and diverse workforce.

We’re looking for someone who is setting their sights high. We want only the best for Islington, and you will play a key role in ensuring that Islington Council continuously improves, delivers its key change programmes and provides first class services to the people of the borough. As part of this we expect you to help evolve and deliver against our commitment to co-production, ensuing the voices of residents are at the heart of everything we do.

You need to be a strong collaborator with experience of working with colleagues and partners to make a strategic contribution. You should be able to evidence your ability to gain the trust and support of key stakeholders, including Councillors, senior managers and partners.

You will drive wider quality assurance and best practice initiatives across internal and external provision, ensuring a strengths-based approach permeates decision making at all levels and that a culture of reflective learning and improvement is developed and embedded.

Islington has introduced a new target operating model to enable us to respond more quickly to resident’s needs, preventing delay or requiring increased intervention. Two new teams, ASC Response and a Complex Needs team have been created to ensure we have services that deliver ‘Problem solving at the first point of contact’, ‘Outcome focused short term intervention’ and ‘Responding to complex needs’. This approach will deliver greater efficiency, supports career progression and development for staff, as well as providing a strength-based service offer to ensure we are truly empowering and enabling our residents.

The new ASC Response Team will manage demand (for residents who have an existing package of care), and ensure every package provides value for money by fully utilising the commissioning, voluntary and community sector offer, linking people into their local community to develop strong support networks. The team will respond effectively to resolve the presenting need in a timely manner (ideally holding cases up to a maximum of 6 weeks) preventing tasks escalating whilst being held on a waiting list, the team will actively promote our short-term offer which includes reablement and assistive technology.

The Complex needs team will support people who present with complex needs who have been triaged by either the ASC Response Team or the ASC Front Door. The remit of the team will be Adults and Carers (18+ yrs) with Care Act eligible needs – this includes people with physical disabilities, long-term health conditions, Sensory Needs, Autism and Older Adults.

The redesign of operational services across ASC will provide a timelier response to new and existing service users and help to eliminate waiting lists by effective triage and allocation of tasks. Resident’s needs will be at the core, with a refined focus on ‘Right time, Right Support, Right Place, Right Network’.

Leadership

1. As a member of the council’s management team, to contribute proactively to the collective leadership for the council, working collaboratively with Members, services across the council, partners and stakeholders to deliver the council’s objectives and priorities.
2. To drive positive cultural change, embodying and promoting the values and behaviours of the council and empowering staff to reach their full potential. Ensure that the performance and development framework is effective for all staff. You will be committed to the strength-based practice model, with a person-centred approach, promoting independence, community connection and measurable outcomes.
3. You will be expected to lead on and ensure the effective implementation of corporate initiatives and transformation programmes that cut across the whole or part of the council’s activities.
4. You will provide strategic leadership and direction to ensure effective delivery of services, and work as part of the senior leadership team to promote a culture of collaboration, empowerment and efficiency.

Resources and Financial Management

1. To manage people, delegated budgets and other resources, utilising them innovatively and creatively to improve service outcomes, ensuring expenditure is contained within cash limited budgets, that risk and need are balanced and ensuring that timely corrective action is taken to deal with any variances that arise.
2. Ensure the service complies with the Council’s corporate governance including risk management, performance monitoring, information governance, and staff supervision and performance management.
3. Comply with all resource and finance governance processes, cost controls and income maximisation in an ever-changing environment, fluctuating demands and priorities.

Compliance

1. To ensure ASC has effective systems for managing value for money and risk management, business continuity arrangements, commissioning plans, business planning, change management and contract management processes required to deliver high quality, cost effective, transformed and modernised services that meet the needs of our residents and help drive the quality and improvement required in readiness of the new CQC inspection regime.
2. At all times to carry out responsibilities/duties within the framework of the Council's Dignity for all Policy. (Equal Opportunities Policy).
3. Ensure legal, regulatory and policy compliance under GDPR, Health and Safety and in area of your specialism identifying opportunities and risks and escalating where appropriate.

Service Delivery

1. To be responsible for the operational teams, ensuring they achieve their objectives in delivering strength-based support to enable residents to lead healthy independent lives.
2. Drive the implementation of consistently high-quality service standards and levels of customer service and monitor performance to deliver the best outcome for residents. Ensure the development and delivery of continuous improvements in all aspects of the service, supporting the development of new measures to monitor the effectiveness of arrangements.
3. Establish, deliver and develop innovative services, including maximizing digital solutions within a budgetary framework, taking a proactive role in influencing partners across Health and Social Care, and the private and voluntary sectors, to ensure that dignity and respect are embedded in all service provision.
4. Ensure that the teams you manage offer the most appropriate strength-based care for Service Users and deliver statutory Carers Assessments and Care Plans.
5. Identify appropriate resources within the Council, the Health Trust, the local community, non-statutory organisations and primary care to ensure the Service User receives the most appropriate packages of care available.
6. Responsible for ensuring greater involvement of Users and Carers in all aspects of the development of service delivery and quality assurance.
7. To support the Service Director for Adult Social Care in the development of strategy and policy.
8. To monitor and evaluate the performance of the service through the timely and accurate collection and assessment of performance management data and take any necessary corrective action to deliver to service targets and customer expectations.
9. Ensure the effective working of multi-disciplinary panels where appropriate.
10. To provide strategic leadership for the management of change processes and service development required to improve services. Lead organisational change across the service, consulting with staff and working in partnership with other stakeholders to ensure that quality improvement initiatives are built into service planning and clinical governance arrangements.
11. To actively contribute to directorate, service and team business planning arrangements, identifying objectives for the whole service, overseeing the development and performance management of action plans, identifying major risks, and overseeing robust responses.
12. To represent the Council at a range of internal and external meetings with senior stakeholders, including regionally and nationally and with other agencies.
13. To ensure full compliance with the Council’s systems including finance, procurement and legal governance, risk management, performance monitoring, information governance and staff performance management.
14. To keep abreast of new legislation, Government policy, best practice, and of external factors relevant to the development of health and social care services.
15. To be responsible for the production of strategic documents and reports analysing data and making recommendations to relevant boards and forums.
16. Ensure that strategic objectives are reflected throughout service development and policy formation, and align with the relevant outcomes frameworks, legislation, regulations and best practice locally and nationally, supported by appropriate partnership governance arrangements.
17. Ensure the necessary standards relating to safeguarding best practices/protocols are effectively communicated, monitored and maintained.
18. Committed to the Council’s CARE values and ASC principles to demonstrate this commitment in the way duties are carried out.
19. Committed to tackling inequalities and improving access to services, increasing support for people with the highest levels of need.

Team and Supervision

1. To provide leadership and management to specialist multidisciplinary teams and ensure that appropriate systems of support, performance management and professional development are in place, that staff work together effectively and are empowered to deliver improved outcomes for residents.
2. Chair meetings, including inter-agency, multi-disciplinary meetings and Partnership Boards as required.
3. Achieve agreed service outcomes and outputs, and personal development targets, as agreed with your supervisor.
4. Ensure that duties are undertaken with due regard and compliance with the Data Protection Act and other legislation
5. Carry out duties and responsibilities in accordance with the Council’s Health and Safety Policy and relevant Health and Safety legislation
6. Follow the Pan London Safeguarding Adults procedures to investigate and manage risk where individuals have experienced or are likely to experience significant harm

This Job Description is a guide to the level and range of responsibilities the post holder will be expected to undertake. It is neither exhaustive nor inclusive and may be subject to changes in order to meet legislative requirements, changing circumstances and business demands of the service.

## Work style

Islington Adult Social Care is committed to agile working and helping our people balance work and home life. We trust our staff to work in the most appropriate way to deliver excellent services to our residents. Agile working and accountability go hand in hand. We expect everybody to take responsibility for ensuring their work is completed on time and to high standards.

## Person specification

You should demonstrate on your application form how you meet the essential criteria. Please ensure that you address each of the criteria as this will be assessed to determine your suitability for the post.

### Essential criteria

#### Qualifications

| Essential criteria | Criteria description | Assessed by |
| --- | --- | --- |
|  | Professional qualification and to be registered with the relevant professional body | Application |
|  | Professional social work qualification and current Social Work England registration. | Application |

#### Experience

| Essential criteria | Criteria description | Assessed by |
| --- | --- | --- |
|  | A substantial track record of success at senior management level, of transformational change in a comparable, accountable and customer facing organisation through partnership working with the public, voluntary and private sector organisations. | Application/Interview |
|  | Experience of joint work and developing joint services between health and Social Care services. | Application/Interview |
|  | Experience of working in partnership with voluntary or independent sector agencies to delivery service improvements. | Application/Interview |
|  | Experience of managing complex budgets against performance indicators | Application/Interview |
|  | Experience and understanding of strengths-based approaches and applying this in practice | Application/Interview |
|  | Awareness of statutory requirements relating to regulated services, CQC standards | Application/Interview |
|  | Experience of working in a political environment, building positive relationships with members. | Application/Interview |
|  | Experience of working with people with differing needs and from black and minority ethnic communities in inner city areas | Application/Interview |
|  | Experience and understanding of strengths-based approaches and applying this in practice | Application/Interview |

#### Skills

| Essential criteria | | Criteria description | | Assessed by | |
| --- | --- | --- | --- | --- | --- |
|  | | Awareness and understanding of safeguarding including legislative responsibilities and Making Safeguarding Personal | | Application/Interview | |
|  | | Awareness of health and social care legislation including the Care Act 2014, Mental Capacity Act 2007, and other relevant statutory legislation | | Application/Interview | |
|  | | Awareness of statutory requirements relating to regulated services, CQC standards | | Application/Interview | |
|  | | Evidence of vision, clarity of purpose and ability to communicate this | | Application/Interview | |
|  | | Ability to lead cultural and structural change | | Application/Interview | |
|  | | Ability to ensure effective budget management | | Application/Interview | |
|  | | Ability and credibility to build relationships influence and engage successfully with colleagues, partners and clients at all levels in complex or politically sensitive situations. | | Application/Interview | |
|  | | Ability to write formal reports to a high standard for a range of audiences | | Application/Interview | |
|  | Excellent research, analysis, interpretation and evaluation skills, demonstrating the ability to identify and diagnose complex problems/issues / requirements and develop innovative strategic solutions. | | Application/Interview | |
|  | Strategic and political awareness demonstrated in problem solving and decision making. | | Application/Interview | |
|  | Excellent time management skills to manage a complex workload prioritise and set deadlines and cope with conflicting and changing demands. | | Application/Interview | |

## Special requirements of the post

(Insert any special requirements of the post. Delete if this does not apply.)

| Essential criteria | Criteria description | Assessed by |
| --- | --- | --- |
|  | This role will require you to obtain an Enhanced satisfactory clearance from the Disclosure and Barring Service formally known as the Criminal Records Bureau (CRB) Disclosure | Application/Interview |
|  | Ability to meet out of hours commitments when required in connection with the responsibilities of the post. | Application/Interview |
|  | This post is subject to the council’s policy on pecuniary and personal interest. | Application/Interview |
|  | This post is designated as politically restricted. | Application/Interview |

## Our accreditations

Our accreditations include: the Healthy Workplace award, Timewise, London Living Wage Employer, Disability Confident Committed, The Mayor’s Good Work Standard, Stonewall Diversity Champion, and Time to Change.

