

	Job Title	Head of Performance, Change & Assurance
	Department	Care, Health and Well Being
	Section	Adult Social Care
	Grade	Hay 4
	Reports to	Operational Director – Adult Social Care
	Staffing Responsibility	Performance Manager, Service Improvement Manager, Mosaic Business Analyst, Participation Lead, Skills Academy Officer, Transformation (tbc)

Job Purpose:

The main function of this role will be to lead the transformation and savings programmes, CQC Assurance responses and oversee innovation activity across Adult Social Care, with other directorate and corporate colleagues, and wider community and voluntary sector partners.

A key part of the role will include the process of preparing the Council for the introduction of a new quality assurance and inspection regime across Adult Social Care functions.

Key duties will include:

1. Establishing and taking responsibility for leading the delivery of the Transformation and Savings Programme ensuring it delivers the key outcomes and savings that are agreed, and the dependencies and risks are well managed including those that are part of the Integrated Care Partnership (ICP), Corporate Transformation and Social Care Policy implementation.
2. To ensure that Adult Social Care has an effective data and insight function, including data about the experience of people who use services and their families. Oversee the learning and development and organisational culture activity across Adult Social Care.
3. To be accountable for the preparations for CQC Assurance and to oversee the implementation of any improvement action plans that are required following CQC assessment.
4. To be the lead for driving forward innovation across Adult Social Care, seeking out best practice both regionally, nationally and internationally to identify innovation that will support Brent to continue to have a sustainable, high quality adult social care model.
5. Lead on partnership working with statutory partners, communities and the voluntary sector.

Dimensions:

Annual budget responsibility:

- Directly controlled budget (Is the budget holder for) = £37m
- Indirectly controlled budget (budget which is delegated to Team Managers = £2.5m)
- As a member of DMT responsible for authorisation of high-cost care packages, significant influence over the total purchasing budget of £90m
- Directly controlled capital expenditure as required

Staffing responsibility:

- Direct reports (established post numbers) = 5

Principal Accountabilities:

1. Work collegiately with colleagues on the Departmental Management Team (DMT) and make a proactive contribution delivering departmental and corporate objectives.
2. Lead and manage a portfolio of customer-focused services in alignment with both corporate and departmental aims and priorities.
3. Provide leadership and management to achieve high performance and effective operational delivery. This will include managing the effective use of resources and staff, and providing leadership, expert guidance and support to the team managers and staff teams within your service area.
4. Work closely with the Operational Director, Adult Social Care to support effective working relationships with relevant portfolio holders.
5. Take a leadership role for partnership working with NHS colleagues, communities and the voluntary sector including leading on key health integrated plans such as the Better Care Fund, Winter Planning and co-ordinating with colleagues across Adult Social Care. Acting as an effective ambassador and advocate with external organisations and across the wider Council. This will include acting as the departmental lead for key partnerships and boards and establishing co-production, service user engagement forums and feedback mechanisms to support performance improvement, assurance and innovation.
6. Provide strategic leadership across the department and wider partners, ensuring the effective and efficient delivery of services across Adult Social Care to ensure the service can evidence and report on achieving national, local and team performance targets, with a view to improving the quality-of-service delivery.
7. Ensure that services comply with statutory requirements arising from relevant legislation and government guidance.
8. Be responsible for continuous monitoring and management of the budget and savings plan delivery across this service area, including regular forecasting and development of mitigation strategies to ensure the budget remains balanced. This includes providing appropriate challenge to all departmental spend.
9. Provide strategic and operational oversight of the Transformation and Savings Programme for Adult Social Care, including reporting and management of delivery internally and externally and where required with partners such as the NHS, e.g. Better Care Fund, making sure that integrated pathways and commissioning are monitored for impact on outcomes and compliance with statutory requirements.
10. Provide direct line management responsibility for data and insight function, learning and development, regulatory (CQC Assurance), co-production and transformation capacity and provide leadership for change management functions across Adult Social Care supporting Brent to have a sustainable, high quality adult social care model.

11. Be responsible for the overview and quality assurance of all Adult Social Care functions to ensure it is able to meet its statutory duties and can demonstrate this to regulators including the Care Quality Commission. Provide oversight of all improvement and assurance activity including those in directly delivered services such as Extra Care whilst also ensuring they drive value for money throughout the department.
12. Drive the design of transformational change across the department, ensuring that the programme of work supports the vision and objectives of the department and the Council, and deliver savings to support the Council's Financial Strategy. Manage and oversee all aspects of project delivery including feasibility and service / project design; project planning; dependencies and interfaces between projects; risks and mitigating actions and project governance.
13. Provide strategic leadership across the department and wider partners, ensuring the effective and efficient delivery of services across the designated service area by achieving national, local and team performance targets, with a view to improving the quality of service delivery.
14. Ensure that services comply with statutory requirements arising from relevant legislation and government guidance.
15. Provide responsibility for continuous monitoring and management of the budget of this service area, including regular forecasting and development of mitigation strategies to ensure the budget remains balanced. This includes providing appropriate challenge to all departmental spend.
16. Be operationally accountable for statutory services being delivered in partnership by other departments or organisations, ensuring they are delivered in line with all Council and health policies, including procedures, performance management and budget requirements. Ensure confidentiality and information sharing protocols are met. Carry out duties with due regard to the Council's customer care, equal opportunities, information governance, data protection and health and safety policies and procedures.
17. Take on project sponsor roles to lead the implementation of key departmental projects.
18. Deputise for the Operational Director, Adult Social Care as, when and where required.
19. Safeguarding is everyone's responsibility, and all employees are required to act in such a way that at all times safeguards the health and wellbeing of children and vulnerable adults.

Job Context:

Brent Council:

- Wide range of internal and external contacts including directors, senior managers, elected members, professional bodies, partner organisations and government functions involving the use of a wide range of interpersonal skills.
- Partner other local authorities, public sector organisations and agencies, local businesses, the voluntary sector and other stakeholders.
- Developing partnership working with key external stakeholders across the public, private and voluntary sectors.
- Management and leadership of a high-performance team.
- Lead role in the development of the Council's services in this area.
- Operates within a framework set by Corporate and Departmental Management teams but with considerable freedom to shape services.
- Leads on policy and development and ensures implementation of new legislative requirements.
- Ensures high professional standards.

Adult Social Care:

- Performance: Ensuring that Brent Adult Social Care is high performing and sustainable.
- Assurance: The council is able to demonstrate that it is meeting statutory responsibilities and can demonstrate this to its residents and the regulator.

- Change and Transformation: Ensuring that Brent leads on innovation and transformation to experience and outcomes for people who have care and support needs.
- Partnerships: Delivering integrated and joined up pathways with our statutory partners, communities and voluntary sector.
- Zero tolerance of abuse: Helping people to avoid abuse and responding swiftly and effectively if abuse occurs.
- Working with people, their families and their communities to find solutions which work for them and are cost effective to ensure we can support the maximum number of people.

Additional Information:

This post will oversee all of the Performance, Change and Assurance including savings delivery for Adult Social Care, working across all functions of the directorate. On behalf of the Director of Adult Social Care it will ensure that the council prepares and responds effectively to CQC inspection, and that the council is providing excellent quality adult social care which meets statutory responsibilities and is financially sustainable.

The postholder will have responsibility for Assurance across Adult Social Care including oversight of all quality assurance working in conjunction with the PSW, Principle OT and the Head of Commissioning.

They will lead integrated and partnership working with health partners and will be developing and implementing strategy for Adult Social Care responses with and on behalf of the NHS, including Winter Pressure and Better Care Fund delivery plans. Working in partnership is vital to the delivery of the Brent ASC strategy and our vision of supporting people to live independently in their own communities for as long as possible, and managing them via partnership agreements presents unique challenges and opportunities. Getting it right requires a clear vision and a tight grip on the detail to ensure that the partnership arrangements we develop with health deliver for health partners are sustainable for the Council and ultimately for the people of Brent. These plans need to be developed within a challenging health and social care economy where there is increasing public and political scrutiny of change and significant reputational risk.

DBS Status	To be confirmed with Human Resources
Politically Restricted <i>(delete as appropriate)</i>	Yes / No

Person Specification

Knowledge, Experience & Skills

Knowledge and Qualifications

- Evidence of significant relevant Continuing Professional Development (CPD).
- A degree or comparable qualification and evidence of analytical skills, report writing, and lateral thinking skills required for this level of post.
- Evidence of a relevant management qualification or sufficient level of management training commensurate with this level of post.
- A relevant social/health care qualification e.g., Social Work, Nursing, Occupational Therapy and evidence of current registration with appropriate registering body is desirable for this post but not essential.
- Extensive legal literacy in relation to the Statutory responsibilities of the council including MHA, Care Act, Capacity Act & Human Rights Act and other associated legislation including a good understanding of the Care Quality Commission regulatory framework for local government adult social care functions.

Experience

Track record of achievement at a senior leadership level in a similarly large and complex organisation including evidence of:

- Senior management and leadership experience of operational services in a large complex social care, health or other relevant setting, ensuring the highest quality of service and quality outcomes for the people we serve.
- Effectively working and leading a range of community adult social care teams and services to ensure pathways are integrated, personalised and focused on delivering joined up care for people who use services and their families.
- Managing demands and pressures on the service and working to tight deadlines.
- Successful management of significant budgets and resources.
- Business planning experience and the ability to create a properly resourced strategic plan that delivers departmental priorities within the available budget.
- Successful management of significant organisational change including culture change, change management programmes and project management, including the development of a performance management culture in operational services.
- Ability to develop and lead on strategic policy areas and change.
- Successful experience of working in partnership across key agencies and organisations providing leadership and working as a key team player.

Key Skills

- Strong Leadership and management skills including people, multi agency partnerships performance and budget management. Shows resilience and drive, including the ability to cope in times of crisis.
- Strong role model who demonstrates a personal commitment to high standards of public service, honesty and integrity and professionalism and works collaboratively to create a strong team spirit.
- Strong communication, negotiation, influencing and analytical skills (analysing demand, priorities, trends and predicting future customer needs) in order to solve problems.
- Able to design, develop and implement solutions, both internally and with partners, with a clear focus on evidencing the difference this makes to the service and our customers.
- Build honest, respectful and fair relationships based on dialogue and transparency.
- Keep things simple, learn from mistakes and challenge yourself and your colleagues to constantly improve.

- Take individual responsibility but work as one team to manage risks and create seamless services. Ability to work flexibly across service as and when required.
- Recognise potential and actual abuse (of any kind to an adult or a child) and respond effectively.