

Role Profile

Head of Service - Mental Health

Function: Adults & Health

Role Level: Grade 7 (£78,038 -
£87,659)

Role Purpose

The Head of Mental Health leads the management of all services for people with mental health issues for the Council. The role is responsible for the delivery of these services within set budgetary parameters and for their on-going service improvement, and works with a range of internal and external partners to achieve effective outcomes for residents.

The Mental Health service consists a range of teams that cover enablement, assessment, support planning, reviewing, safeguarding, hospital discharges, MCA and DoLS, and the AMHP service.

The Head of Mental Health will:

- Lead and be responsible for the management and performance of a large number of staff, a significant budget and for the effective discharge of key statutory duties in adult social care.
- Lead and manage the social care teams in their area of practice and provide professional leadership to the workforce.
- Lead and manage the partnerships on behalf of the delivery unit with the Mental Health Trust, the CCG, Public Health, the Voluntary sector and other key associated organisations and departments.
- Take a leadership role to promote the social model of disability across the mental health system.
- Take a lead role in safeguarding and in the operation of the council's responsibilities in overseeing the Mental Capacity Act Deprivation of Liberty safeguards (DoLS)
- Ensures that completed DoLS authorisations meet the statutory requirement of the council.
- Ensure safeguarding concerns, enquiries and safety plans are dealt with appropriately and effectively, ensuring procedures and timescales are followed.
- To act as a champion for high quality, strength-based social work practice.

- Identify opportunities to increase the independence of service users and reduce dependence on high intensity services, through personalisation, innovation and progression-focused practice.
- To oversee and manage the development of the prevention and enablement services in MH
- To lead on the implementation of major changes to Mental Health Services and internal reviews of specific areas of the services.
- To lead and manage the performance of staff by using the appropriate processes and ensure that managers are proactive in raising the standard of individuals, teams and services
- Proactively lead financial planning and budget management for their service, ensuring robust plans are in place to achieve MTFS savings whilst maintaining service quality
- To follow the council's quality assurance framework to ensure an ability to demonstrate the quality of practice and recording for the service.
- Work closely with other Heads of Service to identify and manage safeguarding risks.
- To act as the council's lead professional for the provision of Mental Health services, attending internal and external delivery activities and boards, giving clear advice, guidance and leadership on the appropriate delivery of mental health services in line with corporate and service priorities.
- Chair the warranting panel for the AMHP service
- Provide cover for the Director of Adult Social Care when requested.

Core Accountabilities

Think Customer: To ensure that outstanding customer service is being delivered on a day-to-day basis for all customers of the Council's mental health services and that any issues or complaints are dealt with, and resolved, in an effective and timely manner.

Leadership and People Management: To provide strong, visible leadership and professional supervision for service staff and/or external partners to ensure a high quality of service provision within professional guidelines and standards.

Democratic Spine: To provide detailed operational data to members, as required, to highlight the performance of mental health services against agreed performance standards and to raise any specific, high-priority service issues for their attention.

Financial & Risk Management: To manage operational budgets within agreed financial parameters, and monitor compliance with relevant legislation, statutory duties and Council policies to manage risk appropriately.

Resource Planning & Management: To manage the use of set resources (people, assets etc.) to ensure that they are best deployed to meet identified needs and achieve agreed service outcomes and manage the day to day delivery of services.

Contract Management: To manage the operational aspects of specific contracts for the service area ensuring that they delivery against agreed service quality levels.

Stakeholder Management: To manage operational stakeholder relationships to ensure high quality service delivery and that customer outcomes are met. To develop close internal partnerships, e.g. with Head of Safeguarding, to effectively deliver high quality services.

Service Expertise: To manage activity with partners to ensure that high quality customer outcomes are consistently achieved.

Knowledge, Skills and Experience

- Educated to degree level with a relevant professional qualification (DipSW, CQSW, DipcOT)
- Experience of operating at a management level in a complex organisation, with a successful track record at a senior level.
- Successful track record of developing and delivering services which are effective at meeting customer needs and are cost efficient.
- Experience of successfully managing operational care services and relationships.
- Extensive knowledge and understanding of the mental health and transitions fields including relevant legislation and statutory frameworks.
- Strong leadership and people management skills.
- Strong project management skills and experience.
- Extensive experience in budget management and savings planning and delivery. Strong partnership development and management skills.

Core Leadership Behaviours

Confident and resilient

- Remains confident even under challenge
- Manages their reactions to stress or difficult situations effectively
- Maintains a sense of perspective, inspiring confidence that problems/issues can be resolved or objectives delivered.

Influences

- Thinks about their message and their audience
- Uses their understanding of others to tailor and choose the most impactful approach
- Understands the big and little 'P' politics in the Council

Drives innovation

- Provides balanced feedback on current performance
- Helps others learn from mistakes and successes
- Plans to meet development needs of individuals and teams
- Provides opportunities for the team/individual to keep up to speed with best practice on an ongoing basis

Entrepreneurial

- Predicts issues or spots opportunities arising in the medium term
- Acts decisively to tackle/take advantage of them
- Does not allow statutory or governance frameworks inhibit adopting flexible approaches to doing things

Specific Behaviours against Core Accountabilities

Think Customer

Customer focused *Level B*

- Thinks from a customer perspective
- Collects and makes use of customer data and customer feedback to define and continually improve services
- Takes a consultative approach, seeking out the views and opinions of others who might be affected by changes to services

Leadership and People Management

Engages people *Level C*

- Clearly positions themselves as a leader, establishing expected ways of behaving and working and ensuring that these are maintained
- Builds leadership credibility by modelling the behaviour expected of others

Democratic Spine

Brings insight *Level B*

- Is able to synthesise data from a range of sources to identify key issues and develop practical solutions
- Recognises patterns and themes and/or applies learning or models from elsewhere to help tackle issues or create solutions
- Keeps the local context in mind, as well as the situation at hand

Financial and Risk Management

Drives continual improvement *Level B*

- Pro-actively identifies and delivers improvements
- Constantly thinks 'how could I do this better?' e.g. taking action to deliver improvements e.g. doing something faster, to a higher standard or higher quality, more efficiently
- Remains focused on outcomes, without getting side tracked by the detail