

JOB DESCRIPTION AND PERSON SPECIFICATION

ASSISTANT DIRECTOR (ADULT SERVICES)

Role Purpose

Worcestershire's County Council Assistant Director (Adult Services) is a leader, who is accountable for influencing, leading and managing resources to deliver better outcomes for Worcestershire residents.

Directly reporting to the Director for Adult services and as part of the Wider Leadership team, the role of the Assistant Director (Adult Services) is to work with and support Elected Members, and public, private and third sector partners and communities across the county, to harness the whole of Worcestershire's resources to deliver improved health, prosperity and happiness for local people and communities.

The post holder will be responsible to ensuring the commissioning of Adult Social Care is aligned to and supports the strategic objectives and priorities of the Council and our partner, including Learning & Disabilities placements, equivalent to circa £50million.

The Assistant Director (Adult Services) is accountable for

1. Setting the strategic direction for the Council's Adult Social Services, based on the **principles of prevention, independence and resident choice**, to ensure the Council meets its legal and statutory obligations.
2. **Integrating or aligning commissioning arrangements as appropriate** to provide a seamless and Worcestershire-wide approach to meet health and social care needs.
3. Professional leadership in **shaping and gaining ongoing commitment to strategies and plans for improving adult social work, which achieve priority outcomes for Worcestershire**, in an ever-changing landscape.
4. **Creating powerful and influential partnerships** (internal and external) that lead to a shared sense of purpose and responsibility for improved adult social work outcomes across Worcestershire, and therefore enhance effective co-operation and joint action.
5. **Ensuring that service users understand their entitlements for adult social care** by making sure that appropriate policies are in place, and that these are operating in practice.
6. **Continually improving adult social work**, being accountable for the performance of all aspects of Adult Social Work, and for ensuring that effective governance is in place to provide assurance on quality and productivity of both internally and externally provided services.
7. **Optimizing care pathways across adult social services**, to ensure that they are streamlined and integrated including **reforming social work practice to ensure that it maximizes independence and prevention**.
8. Ensuring that there is a **strategic, commercial and outcome-focused approach to management of current and future adult social work providers** (internal and external), ensuring that our procurement policies, procedures and contracts are commercial, risk based and facilitate community engagement to deliver best value for citizens, in terms of achievement of outcomes, financial performance, quality and statutory compliance.
9. **Co-creating and acting as a role model for a Member and Officer leadership culture** that inspires and recognises innovation, customer-focus, personal responsibility, effective delivery at pace alongside a passionate commitment to citizens and their

needs across Worcestershire.

10. **Robust delivery, prioritisation, risk management, governance, and oversight** of all resources (finances and people) in line with statutory, financial planning, regulatory, constitution requirements and best practice frameworks.
11. **A culture of accountability and innovation** through a combination of local home grown thinking, testing and external scanning of Adult Social Work.

Dimensions of the Role

Accountable to: Director for Adult Services

Statutory Responsibilities: for the relevant statutory duties under the Health and Social Care Act 2012, the Care Act 2014

Political Restriction: This post falls within the definitions set out in the Local Government and Housing Act 1989 (LGHA), as amended from time to time, of a “politically restricted” post. Therefore the post holder is constrained from engaging in political activities specified by the LGHA and any regulations made thereunder.

Key Relationships:

Internal: Cabinet, Senior Leadership Team, Wider Leadership Team, County Councillors and elected members, Management Teams, Managers & Staff across all directorates.

External: Clinical Commissioning Groups, other NHS organisations, health and social care professionals, District/Boroughs, Government Agencies & Departments, Police, Fire, Probation Service, Educational Settings, Suppliers, Contractors, Service providers, Statutory and Voluntary Organisations, customers, members of the public, volunteers.

Accountable for a large workforce (circa 1000 employees)

Accountable for a significant budget (annual) in excess of c. £100mil

Area(s) of responsibility: Urgent Care, Access Triage & Intervention, Performance, Sensory Impairment, Learning & Disabilities (incl. Placements), Mental Health, Provider Services, Care Act assessments, administration, Safeguarding investigations, Mental capacity, Deprivation of Liberty and Adult Safeguarding.

PERSON SPECIFICATION

1. A professional social work qualification and/or an appropriate **management or professional qualification** to post graduate diploma level or equivalent.
2. Evidence of **continuous personal development** in a discipline or area relevant to the role.
3. High level of understanding of **adult social care**.
4. Significant experience of **strategic leadership** at a senior level.
5. **Significant evidence of the successful application of commercial and business acumen** which delivers outcomes in the long term, whilst meeting the short to medium financial plan and priorities of the organisation.
6. Substantial experience of creating and maintaining **effective and influential partnerships** that achieve better results with fewer resources.
7. Substantial experience of **leading transformation and cultural change through a diverse set of stakeholders across a complex/large organisation and partner organisations**.
8. A demonstrable track record of **identifying and building new capabilities** and ways of working that are commercial, focused on behaviour change, demonstrate value for

- money and citizen focused.
9. **Intellectually curious, with significant examples of innovation and continuous improvement** through external awareness, continually looking in new places for solutions.
 10. Evidence of moving from **thinking to action quickly**, demonstrating appropriate balance between risk and opportunity.
 11. Has a **relentless focus on prioritising along with embedding and evaluating progress** routinely and regularly.
 12. Sets, monitors and **delivers on ambitious targets/goals and holds people to account for delivery**.
 13. Understands how to analyse and **harness data and technology** to deliver improved engagement, involvement, efficiency and behaviour change, and understanding of citizens.
 14. Understands how to **build and maintain the reputation of an organisation**, locally, nationally and internationally, to deliver tangible benefits for residents and successful local and national media management as required.
 15. A demonstrable track record of **inspiring, motivating and building effective teams**.

BEHAVIOURAL COMPETENCIES:

Fostering Teamwork

- ✓ Maximises the performance of individuals of the benefit of the teams.
- ✓ Ensures accountability through defining clear roles and responsibilities.
- ✓ Understands team dynamics and knows how to intervene to improve them.
- ✓ Collaborates with and appreciates others; adapting to different work styles and preferences.
- ✓ Builds cohesive teams around a common purpose and inspires allegiance.
- ✓ Builds mutually beneficial relationships, seeking opportunities for collaboration.
- ✓ Ensures the involvement of staff and teams to develop a strong vision and generate ideas and innovation.

Communicating with Impact

- ✓ Communicates using natural presence and authenticity.
- ✓ Utilises feedback on how your communication influences others.
- ✓ Identifies how and when to apply different methods of communication.
- ✓ Builds rapport and gains trust.
- ✓ Applies the most effective approach to inspiring and motivating in different contexts.
- ✓ Successfully influences and negotiates with a wide range of stakeholders, peers and staff.

Facilitating Development

- ✓ Uses goal orientated coaching with your staff, which is focused on the achievement of measurable results.
- ✓ Empowers staff to solve WCC challenges through taking responsibility and being innovative.
- ✓ Enhances your own personal performance by seeking out constructive feedback, gaining insight and awareness of your own strengths and challenges.
- ✓ Creates a climate of continuous learning and self-development.
- ✓ Utilises effective questioning and listening skills to enhance others' personal and professional development.
- ✓ Acts as an inspiring role model and mentor for others.

Leading from Within

- ✓ Acts with authenticity, courage and conviction.
- ✓ Awareness of the impact that your behaviours have on self and others.

- ✓ Reflects on your identity and purpose as a leader.
- ✓ Promotes leadership development and self-awareness, creating an environment of openness and trust where opinions are expressed and heard.
- ✓ Develops and executes strategies to gain personal resilience.
- ✓ Takes a stand in the face of adversity.
- ✓ Takes risks and lets go of fears which hold you back.
- ✓ Willingness to remain open and tuned in to feedback from both internal and external sources.
- ✓ Has a positive outlook and approach to the future of Adult Services and inspires the same with staff.

Creating a Compelling Vision

- ✓ Establishes direction by thinking strategically and making discriminating choices.
- ✓ Expands current boundaries of thinking and presents possibilities that can take you, your team and service beyond perceived limitations.
- ✓ Translates the vision into clear quantifiable goals.
- ✓ Determines and conveys the underlying purpose and intent beyond the vision.
- ✓ Pro-active in creating and communicating inspiring personal and collective visions.
- ✓ Engages and inspires the service in building commitment to growth.

Agile Thinking

- ✓ Thinks strategically (up to 2 years and beyond) and with business acumen and contributes to strategy development.
- ✓ Consciously chooses different thinking and processing styles to heighten your effectiveness.
- ✓ Uses a suitable balance of rational analysis, personal intuition and consultation with others in your decision-making.
- ✓ Facilitates member and officer thinking, helping them to look at issues from different perspectives.
- ✓ Suspends judgements and engages in dialogue before coming to conclusions.
- ✓ Helps teams to share their thinking.

Delivering Results

- ✓ Sets clear and meaningful targets in alignment with the WCCs vision and values.
- ✓ Ensures a 'delivery mindset' is embedded within WCC.
- ✓ Focuses on continuous improvement and seeks customer-centric feedback to enhance service delivery.
- ✓ Creates results through a disciplined approach to business planning, goal setting and setting meaningful targets, aligned with the organisation's strategic aims.
- ✓ Takes personal responsibility for WCC performance and results.
- ✓ Confident in your ability to consistently deliver high performance.
- ✓ Uses clear targets and metrics to provide feedback on performance.
- ✓ Is relentless about the timely delivery of targets and deliverables

Leading Change

- ✓ Adaptable in dealing with change, personally and professionally.
- ✓ Deals effectively with ambiguity and uncertainty.
- ✓ Acts decisively, knowing how to challenge this status quo whilst respecting the past.
- ✓ Forecasts changes in the market or environment.
- ✓ Provides the necessary direction and impetus in leading others to change; being sensitive to the impact of change on others.
- ✓ Methodically implements identified change initiatives.
- ✓ Applies creativity in the change process.