

Role profile

Job Title:	Head of Service Long Term	Grade:	CB5
Department:	Adults Operations	Post no.:	
Directorate:	Adults and Public Health	Location:	Perceval House

Role reports to:	Assistant Director of Adults Operations
Direct reports:	5
Indirect reports:	50 – 100

Job description

Recruitment practices to safeguard and promote the welfare of children and/or vulnerable adults apply to this post in addition to the requirement to obtain a Disclosure and Barring Service (DBS) check.

Purpose of role

- To lead and manage Social Work and Team Managers, Team Managers and their teams within Adult Social Services to ensure provision of a comprehensive, consistent, timely, quality, cost effective service is provided to people using services and their family and other social contacts. To ensure that assessments are carried out and appropriate services are planned and delivered to meet the assessed need. To ensure that an appropriate emergency response is available to meet unplanned high-risk need.
- To provide expert guidance on complex casework and all operational matters.
- To undertake all management responsibilities within the framework of legislation, Guidance, policy, good practice and Social Work and Occupational Therapy research.
- To participate in the overall management of the service in the Adults Senior Management Team and the Operational Management Team, including ensuring effective business planning within a multi-agency partnership framework in relation to strategic planning and service delivery.
- To effectively manage allocated budgets and to take remedial action as required. To be responsible for those budgets in relation to Finance and Performance planning

- To actively develop and support the equal opportunities, and anti-discriminatory practice, undertaking equality impact assessment to inform practice.
- To be an enterprising innovator and lead on new projects, playing a key role in design and development. To work across disciplines to establish multi agency systems delivering a consistent, relational, evidence based, model of practice for the Adults of the borough within budgetary constraints.

Key accountabilities

- To strategically and tactically lead all long term service delivery in adult social care operations. Specifically this will include the community teams, working age teams (learning disability and mental health) and Approved Mental Health Practitioner service.
- To be responsible for the overall management of allocated services and other services as required within Adults across the borough. Using available resources to effectively ensure assessment, planning and service delivery to meet the assessed needs in line with prescribed standards in legislation, guidance and with regard to good practice. To achieve a consistency of approach across the department.
- To be visible as a leader and manage a high performing front line team of managers offering expert professional supervision and managerial direction, continuous professional development for self and others and make recommendations to the Assistant Director and Strategic Director on the most appropriate structure and deployment of human resources.
- To assist the Assistant Director and Strategic Director in ensuring that the division employs an effective interactive business planning process that takes full account of the view of Members, staff, users of services, carers and external stakeholders.
- To ensure that the Operations Division in the Adults Department implements all Council initiatives in relation to equalities in the employment and deployment of staff and in the assessments, provision of services and in respect of all contact undertaken and delivered to Ealing residents.
- To be responsible for leading the provision of new and existing services for Adults for the Department, to meet evolving needs or changes, legislation or regulation and to ensure that the development of these services is in accord

with the strategic direction of the Council in conjunction with the Assistant Director and Strategic Director.

- To be responsible for ensuring the appropriate distribution and management of budgets within the specific service area to ensure that quality services are provided within the agreed budgets.
- To represent the directorate and the department at a senior management level both within the department and the Council, and with external public, private, voluntary and other bodies in forums and negotiations, chairing them as required. This may also include leading or participating in corporate, departmental, or divisional working groups.
- To produce reports for the committees of the Council and to attend policy making groups and to provide professional advice and recommendations as required to senior officers and councillors to ensure that the Adults' Department remains within the framework of the law and Council procedure.
- To ensure effective joint working with NHS providers and purchasers, other Council departments and other external bodies to work towards joint strategies and seamless services.
- To take appropriate legal action where necessary to protect people who use services and members of the public.
- To generate new policies and procedure as required. To operate within agreed schemes of delegated powers and authority.
- To be responsible for ensuring that the staff for whom the postholder is responsible are actively engaged with their continuous professional development, receive relevant learning/training aligned to business plans, staff appraisal and performance requirements.
- To work in conjunction with the other senior managers to ensure that the department has policies, systems and procedures which are consistent across the borough.
- To lead on and to be involved in departmental industrial relations matters including consultation and negotiation concerning employee service conditions issues and procedures under legislation. In potential redundancy situations, sickness absence, undertaking investigations into, and representing the employer at disciplinary hearings and grievances across line management span of responsibility and to produce reports for the appeal process.

- To ensure an effective and meaningful consultation process is implemented throughout the services with all relevant stakeholders influencing service delivery and direction.
- To undertake the managerial duties of an absent Head of Service, to ensure all services are operational.
- To be accountable for improved outcomes for Adults using services, particularly with regard to the least restrictive option to meet assessed need.
- To be responsible and accountable for adults who become subject to legal proceedings.
- To work closely with HR colleagues and Social Care training teams to recruit, develop, performance manage multi-functional teams. Ensure teams are working to innovative models and effecting best practice within definition of new model.
- To lead practice that recognises the strengths of individuals and communities, ensuring the person requiring support is at the centre of all decision making.
- Champion the rights of residents in the context of professional ethics and strategic decision making, using a legal and human rights framework.
- To effectively use information technology
- To deputise for the Assistant Director of Adult Operations as required.
- To participate in the senior managers out of hours rota as required.

Key performance indicators

- **Waiting times for assessment**
- **Overdue reviews**
- **Mental Health Act Assessment timeliness**
- **Budget forecast**
- **ASCOF measures**
- **Safeguarding performance – MSP and timescales**

Key relationships (internal and external)

- Strategic Director of Adults and Public Health
- Senior Leadership Team of the Council
- Strategic Director of Children
- Director of Public Health
- Assistant Director for Adults Operations
- Assistant Director for Commissioning and Use of Resources
- Principal Social Worker for Children
- Heads of Service and other senior managers
- HR, Finance and Legal services
- NHS commissioners and providers
- Government Departments and the Care Quality Commission
- Strategic Partners
- Voluntary/Community Groups
- Housing directorate
- Change and transformation directorate

Authority level

- Reports to Assistant Director of Adults Operations
- Budget holder including management of statutory and traded services
- Oversee budget of up to £100m

Additional Requirements

- Any other duties appropriate to the post and grade

Person specification

Community and partnership working are essential for all roles as are a commitment to Equality, Diversity and Inclusion and ensuring Health and Safety at Work for everyone working at Ealing Council.

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Essential knowledge, skills and abilities

1. Detailed knowledge of adult safeguarding practice, legislation and research
2. Extensive knowledge of relevant legislation and experience of applying in complex settings
3. Excellent analytical skills, ability to interpret data and devise action plans based on results

4. Ability to communicate both orally and in writing to a wide range of audiences and demonstrate strong interpersonal skills (including ability to write clear and concise reports & presentations)
5. Ability to understand and work with whole system change
6. Ability to challenge and influence at all levels
7. Digitally capable, supporting social work to utilise these skills effectively to support people and carers
8. Able to work independently, manage own time and prioritise work
9. An effective communicator demonstrating a high level of interpersonal skills
10. Upholding the values of social work in what you say and what you do
11. We have high aspirations for people in Ealing who draw on social care services, and all those working in adults will share this ambition to enable people to live happy, independent and connected lives

Essential qualification(s) and experience

1. Post qualifying learning, extensive evidence of CPD
2. Registered Social Worker with Social Work England
3. Extensive experience working at a senior or mid senior management level
4. Extensive experience of successful change management to drive improved outcomes

Values and behaviours

Improved life for residents	Trustworthy	Collaborative	Innovative	Accountable
• Is passionate about making Ealing a better place • Can see and appreciate things from a resident point of view • Understands what people want and need • Encourages change to tackle underlying causes or issues	• Does what they say they will do on time • Is open and honest • Treats all people fairly	• Ambitious and confident in leading partnerships • Offers to share knowledge and ideas • Challenges constructively and respectfully listens to feedback • Overcomes barriers to develop our outcomes for residents	• Tries out ways to do things better, faster and for less cost • Brings in ideas from outside to improve performance • Takes calculated risks to improve outcomes • Learns from mistakes and failures	• Encourages all stakeholders to participate in decision making • Makes things happen • Acts on feedback to improve performance • Works to high standards