

# Executive Director – Adults and Social Care

## About Redbridge

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Redbridge is amongst the fastest growing places in the country, and we are full of ambition for our people and communities. We are proud of the rich diversity across the borough. As home to more than 350 local voluntary and community organisations and thousands of businesses we want to build on our successes and strong partnerships and work smarter and faster to deliver growth and investment and improve the lives of all our residents. We have excellent schools, good affordable housing (compared to other parts of London) high quality open spaces and rapid transport connections into the heart of the city - all of which offer great opportunities for people of all ages to enjoy.

Our population increase - both because of people living longer and because our young families are growing - is driving more demand for adults and children's services and affordable housing. This means we need to deliver proactive customer-centric services and ensure we have strong employment opportunities and economic growth potential as well as good housing provision, designed for current and future need. We want everyone to feel safe and proud to belong to our Borough and believe this is a fantastic time to be at the centre of a big team effort that will deliver our vision with, and for, the people of Redbridge.

All of this means we need to work as a united, positive team, with determination and pace, to make sure our vision and plans are achieved. We have a strategic delivery plan already in place and this is underpinned by our values of **Collaboration, Honesty, Excellence and Fairness**. All the foundations are in place to build and deliver a range of solutions and outcomes that will continue to make sure Redbridge is a fantastic place to live work and play for people of all ages.

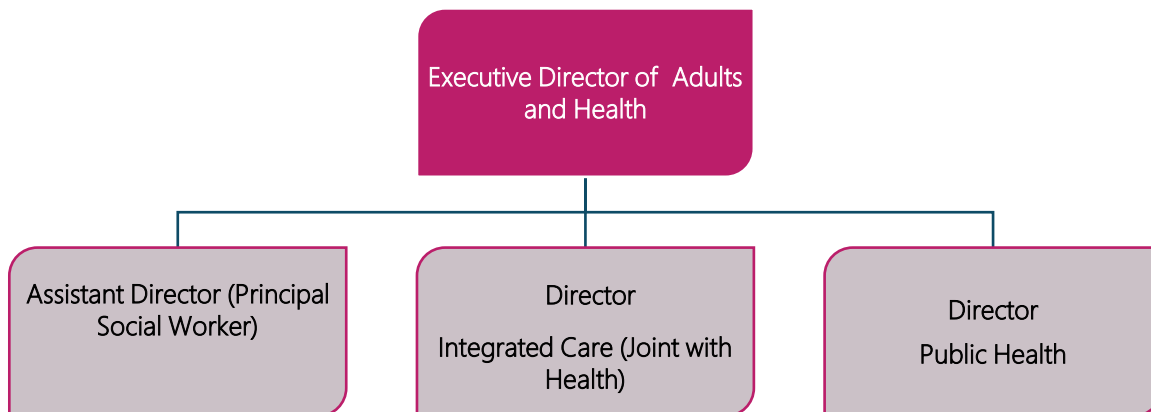
## Role Purpose

The Executive Director of Adults' Services is a critical leadership role (acting as the statutory Director of Adults Social Care) in relation to Adults' Social Care and health services providing strategic direction for all adults' social care, public health, and related services across the local system. The role holds principal responsibility for securing the best possible services which address the needs of the most disadvantaged and vulnerable adults and their families and carers. Integration of health and social care is at a critical stage and this role provides oversight and leadership of the arrangements which will bring together a variety of stakeholders to design and deliver joined up and accessible health and care services.

Reporting to the Chief Executive, and as a key member of the Executive Leadership Team, the post-holder will play a key role in shaping and driving a coherent range of initiatives which demonstrate an in-depth understanding of the Borough's opportunities and challenges in order to deliver positive improvements for people, especially those most in need of support.

The Adults' and Health directorate leads on delivery of a number of priorities for the Council which will reduce the pressure on care services and drive improved performance both in terms of quality and cost. Strength based practice will sit at the heart of a culture that is person-centred, inclusive, and built on prevention and early help initiatives so that residents are supported and enabled to live independently for as long as possible.

The senior structure of the Directorate is as follows:



## Key Accountabilities

**In delivering all of these accountabilities the post holder will promote and implement the council's approach to ensuring diversity, equality and inclusion for services users, their families, and our own employees.**

The postholder provides strategic leadership across the Council and for the Adults' and Health Directorate in particular covering a complementary portfolio of services that includes but is not limited to:

- Adults' Social Care Practice management, Operations, Quality Assurance,
- Health Integration
- Public Health
- Social Care Market Sustainability and Transformation
- Disability Services – Physical and Learning
- Safeguarding of Vulnerable Adults
- Carers
- Rehabilitation and Occupational Health
- Transitions
- Commissioning

## Directorate specific

1. Lead the work with health to ensure health and care services are integrated at strategic and operational level based on a holistic assessment of need and provide good value for money. Promote partnership and integration with residents and carers, the voluntary and community sector, independent providers, and NHS as well as internally

2. Lead the strategic assessment of public health needs to ensure interventions are appropriate to improve health outcomes and develop the Health and Wellbeing Strategy and supporting plans based on this assessment and success in delivery.
3. Provide leadership of all commissioning activity to ensure that strategies, plans, and delivery arrangements are based on robust assessment of needs and solutions focussed on meeting these needs as effectively and efficiently as possible.
4. Work across the system to promote and embed strength-based practice so prevention and early help tools and techniques are used to deal with emerging problems before they become serious and enable improved opportunities for adults to live independent and fulfilling lives for as long as possible.
5. Lead the commissioning and management of external provision to deliver value for money for local residents. This may involve working with providers to manage the market so that there is a good blend of provision within the borough that meets local need at an affordable cost.
6. Ensure that professional practice (especially for social work, mental health, occupational health, and rehabilitation services) complies with national best practice standards.
7. Lead the design of change programmes through use of co-production which will help adults live independently as long as possible and be involved, as far as possible, in determining their care packages and support. Work with families and carers to provide support for adults with debilitating conditions which prevent them from engaging fully in conversations about their needs.
8. Lead and oversee the process of responding to individual needs, complying with statutory requirements building in assessment, review and assurance, safeguarding, brokerage, financial assessment, and allocation of appropriate budgets. Ensure the process is based on core principles of personalisation, promotion of independence, assessment of strengths and problem solving.
9. Understand and work with the local provider market to ensure there is a good balance of quality provision to meet different needs and provide value for money.
10. Lead the design and implementation of policies and practices to keep adults safe from harm through high quality social care provision that is integrated with other key services and arrangements. This includes overseeing the approach to placements in residential care to ensure these are the best option whether as a temporary or permanent measure.
11. Provide strategic advice and support to key bodies such as the Local Adults' Safeguarding Board
12. Ensure arrangements are in place across the Council to meet statutory obligations relating to vulnerable adults. This may include appropriate training, practice development or specific improvement measures both within the directorate as well as commissioned providers.
13. Work with colleagues providing adult learning services ensuring the Council proactively works to support adults with special needs into employment or training
14. As a member of the Council's Executive Leadership Team, support the development and delivery of the Council's Corporate Strategy and supporting plans, providing high level professional advice to colleagues working alongside them to shape the development and delivery of cross-cutting themes and understand how best to interpret the needs of children and young people in these plans.

15. Provide clear direction and understanding of community development in order to maximise the resources available in communities and not for profit organisations to plan and deliver excellent adults services within neighbourhoods and across the borough based on appreciation of the diversity and different strengths in different neighbourhoods and communities.
16. Ensure all services have community and stakeholder engagement at the centre of all planning and delivery activities to maximise opportunities for co-production and maintain a cross-Directorate focus on delivery for vulnerable adults.

## **Corporate Leadership**

17. As a member of the Executive Leadership Team, work positively with the Chief Executive and Leadership colleagues to lead a high performance, efficient, collaborative and customer focussed culture across the whole organisation with an aspiration to position Redbridge as a leading Local Authority in London and the country.
18. Support and advise elected members in the formulation, development, and review of corporate strategies to meet the Council's objectives while meeting statutory requirements.
19. Sponsor and lead transformation and change programmes across the Council, acting corporately and collaboratively to remove any barriers and ensure that impact is maximised, delivering both improved outcomes and efficiency in a timely way.

## **Operational Leadership, Development & Improvement**

20. Advise and support the political leadership (including relevant lead members) by providing clear options, implications and recommendations in respect of decision making relevant to the services provided in the Directorate.
21. Support colleagues in the delivery of high performing services, focussed on achieving the Council's specified outcomes.
22. Be responsible, and accountable, for implementing the Council's corporate performance framework – including service planning, performance monitoring, project management, budget management, risk assessment and management, learning from feedback, performance appraisal, workforce planning and equalities initiatives.
23. Model an inclusive, supportive, and effective leadership culture across the Council to support a high calibre, motivated, empowered, and creative workforce and ensure that the Leadership Team learns from those who deliver services and know what does, and does not, work for our residents and communities.
24. Ensure a culture of continuous learning and act as a role model to support the values of the Council – Collaboration, Honesty, Excellence & Fairness.

## **Communication Partnership Working & Representation**

25. To build strong partnerships across the public, private and voluntary sectors, supporting such partnerships as a senior system leader across Redbridge. Represent the Council positively and professionally at all times.

26. Take personal responsibility for facilitating public and community involvement and co-production in service development. Be accessible and visible to partners and residents, actively listening to issues and concerns and taking responsibility for promoting fairness, equality, and community cohesion. Champion the highest standards of customer service.
27. Ensure that services covered by the Directorate meet existing and emerging customer needs/expectations and reflect a positive customer journey experience while identifying opportunities for efficiencies through channel shift and embed learning from improvement initiatives.
28. Represent the Council with the media and appropriate networks to advocate the Council's perspective and ensure a positive image that enhances the reputation of the Council.

## Leading Performance

29. Work collaboratively and constructively with the Chief Executive and other members of the Executive Leadership Team on all matters acting as a visibly collegiate and supportive team player.
30. Take responsibility and accountability for the whole organisation's performance, including complying with the corporate performance and assurance framework in the delivery of adults' Social Care, Public Health, and Commissioning services. Support and challenge colleagues to address areas of underperformance working constructively to ensure Redbridge is a top quartile performer against relevant benchmarks.

## Resource Management

31. Work with colleagues to develop the Council's medium term financial strategy so it reflects the priorities of the Council and is refreshed regularly according to progress and achievement of objectives ensuring that the Council sets a legal and balanced budget every year and delivers a balanced, or better, year-end position for the Council year on year.
32. Lead and oversee financial and budgetary controls within the Directorate, ensuring that all budgets are appropriately managed to ensure no overspends, that savings targets are fully delivered and robust risk management and mitigation arrangements are in place at all times.
33. Where appropriate, ensure contractual relationships led and managed by the Directorate perform to their maximum potential and represent the best value for money. This will include understanding the market and developing strategies which will affect the number and nature of contracts needed to support care arrangements.
34. Lead, inspire and motivate staff across the Council and support the workforce to perform to their highest potential. Take personal responsibility for role modelling appropriate behaviours and creating a safe and open environment in which colleagues can flourish and perform to their best ability. Challenge and address both poor performance and inappropriate behaviour. Champion personal development, ensuring that there is a strong development and learning culture, putting in place clear talent management and succession planning strategies across the organisation.

## General duties

35. Support the Chief Executive and colleagues in relation to emergency planning and resilience arrangements, providing support of all measures to manage an emergency affecting the Council during the response and recovery phases.
36. Lead the policy and practice frameworks that reinforce the Council's commitment to safeguarding and corporate parenting promoting the welfare of children and adults at risk and children looked after.
37. Participate fully in the arrangements supporting Elections and referenda as and when required.

All duties and responsibilities should be carried out in accordance with the Council's constitution, code of conduct, governance arrangements, policies, and procedures.

# Person specification

		Desirable / Essential
<b>Statutory or Mandatory qualifications:</b>	N/A	
<b>Educational Ability</b>	Professional qualification relevant to Adults' Social Care and Public Health services	D
<b>Key Subject or Content Areas</b>	Exceptional leadership skills and a successful track record of leading organisational change	E
	A successful track record at a senior level gained within Adults Social Care Services in a large scale and complex organisation.	E
<b>Strategic Direction</b>	An in depth understanding of policy and legislation that directly impacts on the strategic leadership of a local authority especially relating to Adults' Social Care and Commissioning.	E
	A strong track record of successfully formulating, developing, and delivering corporate strategies to transform services and deliver objectives in a large, complex, and multi-disciplinary organisation.	E
	Significant experience of successfully leading and managing a diverse portfolio of services supporting vulnerable people, gained at a senior level in a local authority or multi-functional organisation of comparable size, scope and complexity.	E
<b>Political Awareness</b>	Politically astute with demonstrable experience of having worked at a senior level in either a political environment or a comparable governance regime.	E
<b>Driving Change and Improvement</b>	A strong change leader and manager, comfortable with operating in an uncertain environment where the end state is not always known.	E
	Demonstrable success at a senior level in the initiation and management of effective and complex changes to services. This will include extensive experience of leading large-scale transformational programmes and projects within a complex environment.	E
<b>Performance Improvement</b>	A successful track record of establishing a strong performance culture including effective performance measures, the evaluation of service quality and improving service delivery in a way which meets the needs and expectations of customers.	E
	Experience of developing and implementing, commissioning and performance frameworks in a multi-disciplinary and partnership environment.	E
	Understanding of national performance and inspection regimes (DHSC, CQC) to ensure the authority is well prepared to demonstrate how well services are performing at any time.	E
<b>Leading Partners</b>	Experience of working in partnership with and managing internal and external stakeholders, including schools, health, local community groups, not-for-profit, public, and private sector organisations, in complex and changing environments.	E
	Understanding of the Care sector to promote integrated services and improve outcomes.	E

<b>Leadership Development and</b>	<p>A visible, inspirational, supportive, and approachable leader – with a demonstrable ability to lead and motivate staff to perform to their maximum potential in pursuit of clear organisational priorities.</p> <p>Strong commitment to continuous personal development, including evidence of up-to-date leadership development.</p>	<p>E</p> <p>E</p>
<b>Communication Skills</b>	<p>Highly credible with Schools, Social Care providers and Health professionals. Skilled and confident at using co-production techniques to develop initiatives listening to and building successful dialogue with a diverse range of children and young people.</p> <p>High-level presentational skills and interpersonal skills with the ability to communicate effectively with a range of audiences.</p> <p>Well-honed networking skills.</p> <p>Ability to present highly complex information in a clear and concise manner.</p>	<p>E</p> <p>E</p> <p>D</p> <p>E</p>
<b>Relational and Partnership Influence</b>	<p>Strong partnerships skills, with a successful track record of collaborative working in pursuit of clear corporate priorities.</p> <p>Proven credibility in representing the Council at the highest level of regional and national government.</p> <p>Experience of working in partnership with and managing internal and external stakeholders, including local community groups, not-for-profit, public, and private sector organisations in complex and changing environments to deliver the best possible outcomes for vulnerable adults.</p>	<p>E</p> <p>D</p> <p>E</p>
<b>Strategic Analysis and Judgement</b>	<p>Strong analytical and problem-solving skills – including the ability to be able to draw clear recommendations from complex information.</p> <p>Anticipates stakeholder needs before they are articulated, identifies potential alternative courses of action and makes use of information to map out implications to aid decision making.</p>	<p>E</p> <p>D</p>

## Other Considerations

<b>Working pattern and travel</b>	<p>The role will involve irregular working patterns and will require the postholder to be able and willing to work during these periods, including evenings and occasional weekends.</p> <p><i>*The salary scale is inclusive and recognises the volume of work in addition to and outside the Council's normal office hours required by the post</i></p>
<b>Safeguarding disclosure</b>	<p>The Council is committed to safeguarding and promoting the welfare of children, young people and vulnerable adults, and this post will ensure services are designed and delivered with due consideration of their needs.</p> <p>Employment is subject to suitability work with children and other vulnerable people so advanced Disclosure and Barring service checks are required.</p>
<b>Special factors or constraints</b>	<p>This post falls within the “politically restricted” category under the Local Government and Housing Act 1989. This post is politically restricted. The details of the restrictions are outlined in the Statement of Main Terms and Conditions of Employment.</p> <p>Maintenance of the highest standard of conduct and public confidence in their integrity.</p>