

## Job Profile

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# Assistant Director Strategic Lead for Short Term Services

**Grade: RB6**  
**HAY ID: HAY 396**

**Date reviewed: March 2024**

### **About the Job:**

This role has overall leadership responsibility for Adult Social Care (ASC) Operations and strategic responsibility for short term services. This includes inhouse services and our integrated hospital and out of hospital pathway teams. Responsibilities include the operational delivery of short-term ASC assessment and support planning functions as well as the delivery of short-term provision. Alongside this, the role has operational strategic oversight of our delegated Occupational Therapy and Mental Health Social Work functions which are delivered by Gloucestershire Health & Care Foundation Trust.

This role plays a key part within our ASC senior leadership team and will lead on strategic developments and operational services designed to secure good outcomes for the residents of Gloucestershire and specifically be responsible for ensuring that work is undertaken to achieve the council's strategic and priorities. The role provides professional and strategic leadership, maintaining high levels of commitment to delivering personalised care and support that draws on people's own strengths and wider support networks. Central to this role is the need to ensure that social care and health services work in a joined-up way to achieve the wider benefits of service integration. Within this, the role leads key services, ensuring that they are able to respond to demands whilst safeguarding people in complex and vulnerable circumstances, achieving value for money and connecting people to appropriate community resources to maximise independence. Within all areas of work, this role needs to ensure that high standards of practice and excellent outcomes are achieved and that the Council's statutory duties are effectively discharged within the available financial and staffing resources.

Due to the nature of the service areas, a high degree of role flexibility is expected as services transform and evolve. The role has strategic lead responsibility for improving the quality of social work practice and take a lead in workforce planning. Alongside this, the role is responsible for developing and maintaining strategic partnerships with statutory agencies, provider services, and voluntary and community groups to achieve shared aims. The role represents the Service and the Council at regional and national bodies, including ADASS, CQC, Social Work England and the Department for Health and Social Care. They also lead the service in preparing for successful service inspections, reviews, and visits.

The Assistant Director for Operations is responsible for the health and wellbeing, morale and resilience of the staff working across the services they lead. The role is required to develop, embed, and strengthen a culture of learning and performance. They must have a good understanding of the pressures and stressors impacting upon the services they lead and in finding ways of mitigating those pressures. The role includes engagement in positive communications (externally and internally), engagement and consultation about challenges, especially when change is proposed, as well as celebrating achievements and successes. The role is expected to demonstrate an unfailing commitment to continuous professional development and enable all staff within their area of responsibility to access learning opportunities that build their knowledge and skills in working with people who come in contact with our services.

**This is what we need you to do:**

1. Demonstrate effective leadership of ASC, creating an environment in which strengths based social work can flourish, and ensuring the successful implementation of a strengths-based approach across the Service. Ensure that strong customer focus is maintained throughout strategic and operational delivery and promote multi-disciplinary and integrated approaches to support positive outcomes for people and carers.
2. Develop a learning and performance culture in which all staff at all levels are expected and enabled to develop their experience, knowledge, and skills, and fully accept accountability for the quality and impact of their practice.
3. Work strategically with statutory agencies, key partners, voluntary and community groups to achieve the shared aims of improving the experience and outcomes for people in Gloucestershire.
4. Model a commitment to continuous professional development and continuously explore opportunities to improve the quality of practice and effectiveness of services.
5. Build the resilience and morale of staff through good communications, engagement and involvement in key decisions and proposed changes.
6. At all times, show a tangible commitment to fairness and quality, and positive action to overcome prejudice and discrimination.
7. Provide sound analysis of quality assurance and performance data reports for the Service as required, addressing evidence of shortfalls and challenges with a willingness to learn and to change.
8. Control spend and provide services within the budget allocated to the Service, contributing to annual budget setting, forecasting, and demonstrating value for money. Ensure services respond and contribute to improved outcomes for people and deliver the council's plans, priorities and strategies that achieve value for money, consistent with good practice.
9. Prepare regulated ASC Services for, and contribute to successful inspection and review, achieving improved grades in all aspects of practice and service delivery.
10. Act at all times in a way that enhances the reputation of the Service and the Council.
11. Provide senior advice and guidance on adult social care policy and practice in accordance with changes to national legislation and best practice; ensuring the service focuses on strengths-based and personalised approaches and positive risk taking; and taking the lead on implementing these within the service. Provide advice and support to elected members ensuring clear communication and delivery of Council, Cabinet and Scrutiny objectives.

12. Demonstrate leadership through role modelling and championing of the council's wider values including equalities, value for money, sustainability, and safety.
13. Represent the Service and the Council at inter-agency initiatives, regional meetings, and national events. Deputise for the Director of ASC as required.

### **Portfolio Specific**

- To directly manage hospital and out of hospital pathways managers and, through them, the wider assessment and support planning workforce, ensuring that they provide a high-quality social work service.
- To directly manage inhouse services managers, and link to the wider assessment and support planning workforce, ensuring that they provide a high-quality social care delivery service.
- To have operational oversight and support our statutory delegated Mental Health Social Work and Occupational Therapy functions.
- To be accountable for operational management of the staffing and external care budgets for the service, ensuring these are used to achieve the best possible outcomes - within the available resources - for people who draw on/have contact with our services.
- Work in partnership with the relevant strategic commissioners and partners to ensure effective and efficient delivery of services for people.
- To ensure requirements are met in relation to professional regulation, workforce development and implementing new ways of working and that all staff receive appropriate supervision and appraisal.

### **Special Conditions**

- This post is subject to an Enhanced Disclosure and Barring Service check, and you will be required to apply for a DBS check before being offered the post.
- This post is politically sensitive under the Local Government Act 1989.
- This post requires working outside of normal office hours at times, including management cover for out-of-hours services.
- The post involves travel throughout the County.

## **The ideal candidate will have:**

### **Experience**

- Proven operational and strategic leadership and management experience in sectors which have led to positive and improved outcomes.
- Leading and managing strategic or operational developments which have led to change and performance improvement.
- Experience of leading effective inter-agency and partnership working for the planning, commissioning and delivery of services which have led to positive outcomes.
- Leadership of high-performance management teams which has secured excellent day to day operational practice.
- Successful financial management at strategic and /or operational level.
- Experience of providing supervision and coaching or mentoring.

### **Behavioural Attributes**

- Demonstrates Gloucestershire Leader/Employee Behaviours.
- Able to respond to a changing pattern of demand at work which can be unpredictable and unplanned requiring constant shifts of priority providing direction to staff and partners.
- Works collaboratively with different groups of people and organisations.
- Creates a learning environment to get the best from themselves, individuals, and teams.
- Acts as a good role model providing inspirational and credible leadership.
- Achieves corporate objectives by building on performance and team strengths, through strong relationships both inside and outside the organisation.
- Removes barriers to effective partnership working.
- Personal credibility to provide leadership for professionals and other senior people within partner organisations.
- Able to cope and function effectively when working in a pressurised and rapidly changing environment, demonstrating emotional resilience.
- Politically astute.
- Flexible, creative, self- starter, focused, able to understand how their approach impacts on others and can adapt it to suit different audiences and situations.
- Organised and able to meet tight deadlines.

### **Knowledge, Skills and Understanding**

- In-depth knowledge and understanding of the legal and policy framework in relation to adult social care and wide knowledge of other relevant legislation.
- Ability to interpret legislation and national policy and translate these into effective local strategies and protocols.
- Political awareness and experience of effective working in a political environment.
- Ability to prepare, collate and interpret briefings, reports, and presentations.
- Ability to make complex and critical decisions.
- Strong leadership skills with the ability to provide clear direction and get ownership of service aims.
- Demonstrable track record of motivational leadership and management.
- Political awareness and understanding/experience of working in a political environment.
- Ability to communicate, influence and negotiate at all levels of an organisation.
- Ability to work in the senior leadership context of the organisation and understanding of how this influences own role and accountabilities.
- Specific knowledge and experience of strategic and operational working in the area of accountability for the role.
- Successful financial management at strategic and operational level

### **Education & Qualifications**

#### **Essential**

- Recognised professional qualification and substantial continuing professional development.
- Management qualification or on the job experience supplemented with relevant training
- Educated to degree standard, post graduate qualification, MBA or equivalent or relevant experience
- Significant experience at senior management level within social care (3 years +).