

JOB TITLE: Deputy Head of Service
GRADE: PMC
REPORTS TO: Head of Service
TEAM: Adult Care Services (ACS)
DEPARTMENT: Older People Service (OP)

Purpose of the Job

To inspire, lead, manage and nurture an adult assessment care coordination and specialist countywide service, that can operate strategically, innovatively and creatively in order to meet the needs of Hertfordshire citizens and communities. Accountable for the effective professional, business and strategic work within the wider Older People Service (OP). The service runs teams that can be single, multi-professional or integrated in nature across community and hospitals. .

In managing this service, the deputy head of service is responsible for ensuring the service provided is effective, efficient, fulfils its statutory functions and delivers positive outcomes, promoting interventions that support independence, reablement, choice and control.to vulnerable adults and carers. Ensuring, where required, that people are protected and safeguarded.

Driving the performance, quality and responsiveness of the service and its teams is an integral part of the role, as too is the effective management of resources and budgets and assurance of quality.

Along with the day to day management of the service, it is commonplace for Deputy Heads to be asked to lead local Social Care initiatives within the department and / or County Council initiatives within the wider remit of the Local Authority

The Deputy Head of service will drive and be responsible for the development of practice, procedures and policy. Focusing on the professional development of the service they lead, ensuring systems and skilled staff are responsible to respond to practice change case law and social care initiatives. Deputy Heads are accountable for the practice undertaken within the service, ensuring the quality and frequency of practice supervision in addition to performance and quality management. In addition, Deputy Heads of Service provide expert information, advice and guidance in very complex situations and use their expert knowledge of management, law, assessing, planning, commissioning and brokering services to meet the needs of Hertfordshire citizens and facilitate positive outcomes.

Deputy Heads of service will ensure robust systems of complaint investigation are in place and where needed investigate complex or unresolved complaints. Deputy Heads will ensure systems of learning and action to improve performance and quality across the department post complaint investigations.

Deputy Heads of Service will jointly lead, with the Head of Service, the delivery of the ACS vision to the People of Hertfordshire so that they feel well informed about what's available to them so they can lead safe, happy and healthier lives in a way they choose. They feel valued and listened to, have independence and a range of positive things to do. We offer the best and most responsive services in the country. These are services our staff feel proud to deliver and would be pleased to receive.

Main Areas of Responsibility

1. Managing and Leading the service

Leads by personal example, setting direction and articulating a clear vision for all areas of their service and service delivery.

Deputises for the Head of Service when required

Leads, directs and manages a team of experienced frontline managers across the service ensuring that they in turn can deliver an effective services tailored to individual, communities and geographic areas.

Have in place control measures that ensure effective use of resources through the management of workloads and expectation. Understands priorities both at a service delivery / operational level and a strategic department wide level.

Implements strategic systems, projects and processes to ensure good quality services are developed co-productively, delivering good quality services to local citizens and achieve performance targets.

Ensure effective quality assurance and safeguarding procedures are followed in all service areas so that people receive consistently high quality and safe services.

Ensures up to date knowledge and direction is in place for the service in terms of current relevant legislation, in particular Mental Capacity Act, Care Act 1996 Housing Grants, Construction and Regeneration Act., and Mental Health Act and that this translates into the daily practice of the service.

Has full oversight of the staffing budget and deployment of all staff resources to ensure an effectively run service that can respond with agility and flexibility to meet operational and statutory responsibility.

Monitors and controls the use of resources and approves care packages in line with the Scheme of Delegation Authority. Ensures the service adheres to the County Council's financial standards, policies and procedures.

Undertakes management investigations as and when required for own service and on behalf of the wider local authority.

Manages recruitment processes and oversees managed teams recruitment to ensure timely, effective and appropriate recruitment to meet the needs of the team.

Ensures that the Department's information systems are used so that timely and accurate information is provided in accordance with the Client Access to records policy and Financial Management System and aid operational decision-making.

Carries out regular, evidenced quality audit checks on both practice recording and delivery of statutory functions.

Creates, maintains and enhances effective working relationships with colleagues, local networks, agencies, service users and their carers.

Strategically develops county wide and local initiatives and works with key partner agencies to achieve effective joint implementation of policy and service initiatives and looks for local community development opportunities

Leads departmental and county council projects and or initiatives when required.

Ensure that staff are well managed to deliver effective front line services which safeguard and promote the welfare of service users, having regard to evidence based approaches and the full and active participation of service users and their families in decision-making.

Support all teams within the post holder's area of responsibility to operate within the defined procedural and operational guidance and that transfer of work between teams and Strategic Partners and across services is progressed smoothly in a clear and consistent care pathway, in which their welfare needs are the primary focus.

Undertakes budget management and financial forecasting reporting for the team within agreed timescales.

Manage all resources assigned to the service area under the management of the post holder, including staff, are used effectively and efficiently and that financial monitoring and review mechanisms are used in accordance with the Council's budgetary framework. To identify resource pressures and alerting the Head of Service of anticipated problems

Implement and maintain policies and procedures in respect of Human Resource management, health and safety and equalities in respect of conduct and capability including leading on management enquiries, disciplinary and grievance panels and the investigation and resolution, where possible, of informal and formal complaints and representations

2. Responding to complexity

Provides professional leadership in situations, which are complex or ambiguous.

Uses analytical skills and evidence based practice to inform practice leadership, assessment, decision-making and interventions.

Decision making around complex cases that require ACS intervention this may include decisions to seek legal resolution or present to the head of service to consider application to court up to and including the High Court.

Complex decision-making that provides a proportionate response to situations that may result in total and effective control over an individual's life.

Takes decisions in complex safeguarding processes and serious concerns decision-making.

Ensures the service as a whole manages cases and undertakes proportionate assessments and effectively risk manages complex situations with people who use our services. Develops and inspires managers and practitioners who understand and take positive risks within agreed frameworks.

Ensures the service consistently delivers personalised and co-produced support planning that allows outcomes identified at assessment to be met through the provision of support, equipment, adaptations and enabling programmes.

Drives and develops partnership working with strategic partners other organisations, community groups and community members in a variety of settings, both by use of self and via a management team to achieve positive outcomes for people and local communities.

Ensures delivery of a service that actively engages with, assists and provides advice to carers, conducting carers assessments when appropriate, to enable them to sustain their caring role and maintain / improve their wellbeing.

3. Ensure effective safeguarding and risk management

Acts as the service lead in complex / high profile safeguarding and or serious concerns processes in inter-agency and inter-professional situations.

Good up to date understanding of legal statutory frameworks and case law that impacts on safeguarding and risk management practice and service delivery. Is able to share this knowledge with workforce.

Takes an overview and responsibility of practice in relation to safeguarding within the service. Leading in a way that is risk positive and proportionate.

Assesses and manages risk in complex / high profile or legally sensitive situations, knowing how to intervene proportionately and ensuring people are protected from harm, while ensuring their human rights.

Chairs Safety and Improvement about Provider establishments or organisations processes.

Chair safeguarding investigations in complex and or sensitive cases, providing expert knowledge of safeguarding processes, policy and case law.

Works within Hertfordshire safeguarding frameworks to ensure vulnerable adults are protected.

Represents department at Hertfordshire Adult Safeguarding Board sub groups

Represents the Council at the county wide Multi Agency Public Protection Arrangements (MAPPA) level 3 and deputises for Head of Service at strategic MAPPA.

Deputises for the Head of Service at Prevent panels when required.

Undertakes or commissions relevant audits as well as quality monitoring of safeguarding practice both within the department and with partners.

Undertakes or commissions complaint investigations when required and shares the learning from comments and complaints so that the service provided is continually improved and developed.

Analyses, identifies and manages financial and representational risk associated with different options of service provision.

4. Addresses adversity and social exclusion

Leads, manages and develops a service and practice culture that identifies when an adult is at risk of social exclusion and assists them to deal with adverse circumstance such as poor health, poverty, inadequate living conditions; as well as maximising the strength of individuals, their families and their communities.

Develops and leads on models of community capacity building, Co-production and community support that enhance personalisation and the development of empowered wellbeing and inclusive communities.

Develops positive local connections with communities of geography and people to help develop links, collaboration and partnership working.

Ensures that all service developments and initiatives are co-produced with people who access our service. To include recruitment processes.

Actively engages with strategic processes, commissioning partners and stakeholders to ensure that opportunity and inclusion is supported.

Actively promotes Equality and Diversity and challenges discrimination

5. Promote independence and autonomy

Develops culture and practice within the service that recognises when a person is severely constrained by social or family circumstance, the service consistently provides support to achieve a reasonable degree of independence and autonomy.

Ensures the service understand the principles of personalisation. Using person centred approaches alongside individuals and their networks to create solutions to assist people to manage their lives independently for as long as possible.

Embeds (into practice and culture) models of independence, well being, choice and control within a framework of personalisation and flexible use of self-directed support.

Undertakes preventative work to promote independence both with individuals and within wider project work.

Develops a culture of audit and local initiatives that promote learning and understanding about the impact of positive practice on independence, citizenship and human rights.

6. Prevention and early intervention

Ensures the service takes a pro-active approach when a person's health or capacity is deteriorating or likely to deteriorate (without intervention) and the alternative may be premature admission to institutional forms of care or a legal intervention by the state.

Ensure the service understand the need for prevention initiatives with communities and partners and shares data, ideas and outcomes with strategic leads.

Actively leads or represents the department with partners such as the NHS to develop preventative and empowering initiatives that promote empowered and healthy communities.

To deploy high level consultancy skills to co-produce new services with commissioners, providers and people who use services, forming strong positive relationships and finding solutions to complex organisational barriers

To play a leading role in ensuring that the Directorate's relationship with the CCG, acute and community health partners and CQC/Regulators is positive and effective.

Lead the social care response in resilience planning activities as required and participating in the management of emergency situations.

To co-ordinate Resilience Planning, business continuity, risk management for the service.

7. Demonstrate HCC Values and Behaviours and Professional Standards

Leads in a way that demonstrates HCC values, behaviours and relevant professional standards.

Carries out duties in a timely and responsive manner, in line with relevant professional standards and capability frameworks and HCC's Values and Behaviours framework.

Maximises efficiencies in care planning through consideration of charging systems and other funding streams.

Keeps and maintains accurate, up to date service user records, in line with professional requirements and departmental recording methods.

Ensures regular audit and learning to influence both practice and business direction.

Maintains and reports accurate performance data with detailed analysis.

Maintains accurate and up to date knowledge of resources through continual professional development, supervision and active engagement with local communities.

8. Development of Self and Supervision of Others

Leads, mentors, coaches and supervises staff, delivers induction programmes and training.

Understands the impact of self and management style on culture, morale and service effectiveness.

Able to actively and visibly support staff. Recognising commitment, positive work and personal triumph in appropriate and timely ways.

Supports workforce development initiatives and provides expert advice regarding the social care workforce.

Provides direct support, training and knowledge to providers and partner organisations to improve interventions and partnership working for individuals, groups of people and communities

Has an in-depth knowledge of policy, procedure and practice and can disseminate this to team members using appropriate methods.

Takes responsibility for own professional development in line with own Personal Development Plan, and performs at an appropriate level within the Professional Capability Framework (where applicable).

Leads, manages, develops and appraises the performance of team members thus maintaining and developing the team's effectiveness.

Where required, leads / oversees performance and / or ill health management processes.

The duties and responsibilities listed above describe the post as it is at present. The post holder is expected to accept any reasonable alterations that may from time to time be necessary

Person Specification

Please provide a supporting statement which includes examples and evidence of when you have demonstrated the attributes listed below.

You will be expected to address each point separately and in the order listed.

If you do not complete a full supporting statement in the requested format, your application may be rejected.

	Essential Criteria	Desirable Criteria
Qualifications and Knowledge	<ul style="list-style-type: none"> • Qualified Social Worker, Occupational Therapist, Nurse registered with your relevant professional body or an equivalent social care management qualification. • Evidence of continuous professional development • In-depth knowledge of operational social care or health delivery • Knowledge of national context and policy • Good understanding of relevant legislation 	<ul style="list-style-type: none"> • Current or previous <ul style="list-style-type: none"> • Approved Mental Health Practitioner • Practice Educator Qualification • Best Interest Assessor practitioner • Management qualification • Project management qualification or experience.
Relevant Demonstrable Experience of:	<p>Works with vulnerable adults and or children within a social care on integrated health setting</p> <ul style="list-style-type: none"> • Involvement in strategic multi-agency work • Budget management • Leading, managing and developing dispersed teams in either, hospital, community or integrated health and social care settings 	<ul style="list-style-type: none"> • Strategic service / team management within a health and social care setting. • Strategic project and or change management delivery

	<ul style="list-style-type: none"> • Significant experience of management role with professional social care or health professionals • Chairing and leading Safeguarding and complex multi-agency investigations • Applied use of Social Care & Health Care legislation in complex situations • Partnership working with organisations, partners and citizens • Achieving change via change management or project implementation • Ability to reflect on experiences to enhance and inform own practice and decision making 	
Knowledge & applied understanding of:	<ul style="list-style-type: none"> • Adult Social care and legislation, strategies and guidance relevant to the post • Management skills and leadership approach • Budget and resource management • Workforce learning, development and communication impacts • Risk management and positive risk taking • Social work or assessment, care management and safeguarding • Human rights legislation and how these laws protect the rights of adults • The integration agenda - Working as part of a multi-disciplinary /multi-agency teams • The personalisation agenda and applying creative problem solving to maximise independence • Community development, inclusion and integration 	
Skills & Abilities	<ul style="list-style-type: none"> • Leads with positivity and honesty and able to take emergent approaches when required • Strong negotiation and influencing skills • Communicates with clarity, conviction and positively, particularly in times of crisis • Strong IT , report writing and written skills • Acts in a self-directed, proactive way to identify / develop opportunities ideas & innovation • Keeps calm and focussed under pressurised and challenging circumstances • Mentors, coaches, supports and supervise other social work staff to be accountable, proactive, innovative, autonomous and to enhance performance. • Analytically interprets research, audits, case law and present to colleagues in an accessible way to inform practice • Actively and creatively develops teams ' capabilities in line with service objectives and relevant professional standards and sets clear expectations of performance • Builds networks of influence beyond the boundaries of own organisation and uses these to mobilise joint initiatives and practice 	
Leadership Behaviours	<ul style="list-style-type: none"> • Delivers independence and community based solutions • Leads by example, providing direction and articulating a persuasive vision, translating the vision into action • Recognises service deficits and addresses them positively • Resilient in times of extreme pressure • Fosters a culture of openness and honesty and challenges inappropriate behaviour from others • Prepares the service effectively for change • Finds innovative solutions to meet identified needs of service users. 	

Criminal Background Check

Safeguarding children and adults is of utmost importance to Hertfordshire County Council. The Council requires employees to abide by legislation and best practice to enable Hertfordshire to achieve this. This role has been identified as requiring a Disclosure & Barring Service (DBS) check or Basic Disclosure. You must therefore ensure that any relevant criminal record check application is completed and returned as requested by the Council, as this is deemed a contractual requirement of employment. In addition, you consent to allow the Council to retain a copy of the disclosure certificate within your personal file.

It is a contractual obligation to disclose any cautions, reprimands or convictions and to update your manager of any changes to your status whilst in employment. Enhanced DBS roles will be reviewed periodically during employment, by means of DBS Dip Sample or three yearly rechecks. Failure to disclose changes to your status may be detrimental to your employment and you may be subject to disciplinary action.

Please note that additional information referring to the check is in the guidance notes to the application form. If you are invited to interview you will receive more information.

Diversity and Inclusion

Hertfordshire County Council is committed to making inclusion part of our DNA, both as a large employer of people and as a provider and commissioner of services.

We strive to positively promote diversity and inclusion across the delivery of services and within our workforce. We want everyone at work, regardless of their background, identity or circumstances to have a sense of belonging to the organisation. We want all employees to feel valued, accepted and supported to succeed at work and reach their full potential. Our Diversity and Inclusion Strategy is available on the internal intranet or from your line manager.

Health and Safety

It will be the duty of every employee while at work to take reasonable care for the Health and safety of themselves and of other persons who may be affected by their acts or omissions at work.

Additional Information: Code of Practice on the English Language Requirements for Public Sector Workers

Public Authorities must ensure that all members of staff in customer facing roles, whatever their nationality or origins, are able to communicate the English language fluently with the general public, verbally and in written format (access needs will be met for those with a disability).

LOCAL GOVERNMENT ASSOCIATION: STANDARDS FOR EMPLOYERS OF SOCIAL WORKERS AND SOCIAL CARE WORKERS (ENGLAND)

Hertfordshire County Council promote the Local Government Associations 'The Standards for Employers of Social Workers and Social Care Workers in England' The purpose of the Standards is to sustain high quality outcomes for service users and their families/ carers/communities. The Standards for Employers are devised into three focal areas:

- *Enabling employers to provide a well led professional environment*
- *Enabling social work professionals to maintain their professionalism*
- *Enabling them to practice more effectively.*