

# STRATEGIC DIRECTOR FOR ADULTS, HEALTH & COMMUNITIES

CORPORATE MANAGEMENT TEAM



<b>Grade and Tier</b>	Chief Officer – Band 2	<b>Reference:</b>	COF005
<b>Reports to:</b>	Chief Executive	<b>Job Type:</b>	Strategic Leader

## Role Purpose

- To provide strategic and organisational leadership and direction across Directorate and Federated arrangements to deliver the vision and priorities of the Council with particular reference to the planning and commissioning of services for health and social care, in line with Strategic Commissioning arrangements for wider Devon.
- To communicate the vision of the Council and motivate and influence others to achieve this.

## Federated lead for: People, Children's Services and Public Health

- Create and lead a federation within Plymouth City Council and with partners, consisting of People, Children's Services and Public Health to encourage the best use of resources, avoid duplication and silo working, facilitating knowledge transfer across the senior team. Create centres of excellence and co-design solutions which focus on national, regional and local objectives in a joined up way across services.

## Statutory and Key Corporate Accountabilities

- Director of Adult Services (DASS)

## Key Responsibilities

### Corporate and Organisational

- Work with the Chief Executive and Members to drive the Council's overall objectives at a city, sub-region, regional and national level.
- Provide strong, visible leadership and direction through compelling communication of the vision and values to own Directorate, Federation and externally with the Integrated Care Board & Partnership. Lead the Local Care Partnership for Plymouth and Devon.
- Be the principal advisor to the Council on the development, commissioning and integration of universal and personalised services across adult social care.
- Be the principal advisor to the Council on Adult Safeguarding, legislation relating to Adult Social Care, and Care Markets.
- To act as the principal policy advisor within own Directorate and provide specific subject matter expertise and advice to Members as required.
- Ensure departments within the Federation deliver the policies set by elected members, ensuring all staff understand and act on the aims of the organisation, in order to meet the needs of the people of Plymouth.
- Work closely with clinical and executive leaders of the Devon Integrated Care System to deliver the vision and priorities for the health and wellbeing system.
- Embed climate change actions across the functions of the People directorate contributing to core reductions in support of the Council's pledge to become carbon neutral by 2030.

### Performance and Finance

- Take lead responsibility for the overall corporate and organisational management of the Directorate, ensuring the Council's financial, human resources and other assets are planned, deployed and managed effectively to deliver priorities.
- Lead responsibility for ensuring the integrated fund is delivered within the risk share agreement.

- To ensure Directorate provides cost effective and efficient services for the people of Plymouth.
- To shape, develop and champion the transformation of Directorate and Federation management, organisation and service delivery reflecting political leadership and direction. Embed a positive, innovative culture, which responds effectively and efficiently to the financial, service delivery, economic and social challenges facing the council and its communities, responding continually to the changing external environment.

**Customer and Communities**

- Contribute to the development of programmes of local engagement and communication within the city with stakeholders and local communities designed to promote the work of the Council and own Department and deepen the Council’s understanding of those it exists to serve.
- Create an environment and culture that empowers and requires employees to work collaboratively and effectively across the Department, with the Directorate, organisation and with partners.
- Leads and challenges own direct reports to create continuous improvement and service delivery that is innovative, customer focussed and effective in delivering the Council’s agreed outcomes.

**Partnerships and External Relationships**

- Develop and engage in mutually beneficial strategic external relationships with partners and, where appropriate, integration of service delivery, to successfully deliver expected outcomes and benefits for the City.
- Fulfil a proactive role at local, regional and if appropriate national level in promoting and advocating for the City and its communities to deliver improvements and opportunities for residents and businesses.

**Governance**

- To ensure the statutory duties of the Directorate/Federation are met in accordance with legislation, guidance and regulatory requirements.
- Ensure effective measures are in place to manage and mitigate risk to protect the liability of the Directorate/Federation (Inc civil contingencies).

Role Accountabilities	Role Outcomes
<p><b>Corporate and Organisational</b></p> <ul style="list-style-type: none"> <li>▪ Accountable for the development and delivery of strategy and performance across Directorate/Federation so that it support Council aims and objectives.</li> <li>▪ Strategic lead for:                             <ul style="list-style-type: none"> <li>○ Adult Social Care</li> <li>○ Integrated Commissioning</li> <li>○ Community Connections</li> </ul> </li> <li>▪ Responsible for implementing Council’s Organisational Design principles within own Directorate/Federation.</li> <li>▪ High performance of the Directorate/Federation workforce with specific responsibility for the performance of members of Directorate/Federation management teams.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The Directorate &amp; Federation make a demonstrable contribution to Plymouth being recognised as a great place to live and work because of the services it delivers.</li> <li>▪ The Directorate/Federation workforce understand the Council’s values, priorities and desired outcomes. There is demonstrable evidence of engagement and progress.</li> <li>▪ The performance management framework is clearly communicated, implemented and monitored to ensure good performance is recognised. Performance is managed by outcomes and poor performance is addressed quickly.</li> <li>▪ The Directorate/Federation has a long-term financial strategy and plan (MTFS) which is clear and actively communicated to Members and CMT. The revenue and capital budget is delivered within agreed tolerances, working with director colleagues.</li> </ul>

<p><b>Performance and Finance</b></p> <ul style="list-style-type: none"> <li>Accountable for the preparation and delivery of the Directorate revenue and capital budget as aligned to the corporate plan and city priorities.</li> <li>Ensure there is an appropriate performance framework in place to manage service performance and delivery objectives within Directorate/Federation, working with colleague directors across the Federation.</li> </ul> <p><b>Customer and Communities</b></p> <ul style="list-style-type: none"> <li>Ensures services are focused on continuous improvement within agreed levels of customer satisfaction to best meet the needs of our customers and citizens.</li> </ul> <p><b>Partnerships and External Relationships</b></p> <ul style="list-style-type: none"> <li>Creates and manages effective relationships and partnerships with a broad range of stakeholders, building support amongst them in order to deliver better public services.</li> <li>Promote the city by supporting and participating in key corporate events</li> </ul> <p><b>Governance</b></p> <ul style="list-style-type: none"> <li>Delivers the statutory functions within own Directorate/Federation.</li> <li>A Member of the Strategic Command for civil emergencies and business continuity in liaison with the police/other agencies as appropriate. Member of the out of hours' rota.</li> <li>Ensure the Directorate/Federation is compliant with all statutory, regulatory, safeguarding and audit requirements, including, where applicable, those of Ofsted, CQC, Health and Safety Executive and Information Security.</li> </ul>	<ul style="list-style-type: none"> <li>Integrated Fund is delivered within risk share agreement.</li> <li>Commissioning strategies are aligned to outcomes for individuals and the city priorities across complex partnerships.</li> <li>The Directorate/Federation is able to demonstrate how each department is performing against a range of performance indicators. Action is taken if performance fails to meet required standards.</li> <li>Customer experience and satisfaction is improved across all Directorate/Federation and there are measures in place to demonstrate that. Clear plans are in place where satisfaction is low.</li> <li>Decisions are made as close to the customer as possible, reflecting our operating model.</li> <li>Strong networks have been established in the region and the city has received demonstrable investment from a range of funding agencies/from grants/from partners.</li> <li>A number of key partnerships have been developed which have delivered better outcomes for Plymouth's citizens.</li> <li>Business models are developed that maximise the efficiency of functions across the Council and our partners through shared resource arrangements and effective contract delivery.</li> <li>Development of the Local Care Partnership.</li> <li>ICS plans are developed, implemented and delivered.</li> <li>Statutory functions are delivered, risks are mitigated, and feedback is used to engender a culture of continuous improvement.</li> <li>Plans and training are in place and resourced to deal with a range of emergencies. Business continuity is in place.</li> <li>All Directorate information is held securely, safely and in line with legal and statutory requirements.</li> <li>Ensure effective measures are in place to manage and mitigate risk to protect the liability of the Directorate and wider Council.</li> </ul>
<p><b>Essential Qualifications and Experience</b></p>	<p><b>Essential Skills and Behaviours</b></p>
<ul style="list-style-type: none"> <li>Substantial record of senior strategic leadership achievement and experience consistently developing strategies and translating them into effective operational</li> </ul>	<ul style="list-style-type: none"> <li>Able to be a collaborative system leader across council and wider with focus on community and citizens.</li> <li>Able to work as part of a high functioning senior management team, collaborating and negotiating with colleagues and partners on</li> </ul>

<p>plans gained in a in a large, complex, multi-disciplinary organisation.</p> <ul style="list-style-type: none"> <li>▪ Substantial knowledge and experience of health, social care and local authority structures and policy to develop effective of joint-strategies.</li> <li>▪ Experience of implementing complex policy matters and projects to cost and time constraints.</li> <li>▪ A broad knowledge of public sector service delivery including direct delivery and commissioning</li> <li>▪ Experience of deploying commercial and transformational acumen within large organisations.</li> <li>▪ Substantial experience in working effectively and impartially with elected members/senior board/executive members and in supporting democratic decision-making processes.</li> <li>▪ Experience of working in a political or democratic environment.</li> <li>▪ Demonstrable experience of working as a visible System Leader.</li> <li>▪ Experience of engaging and involving communities to whom statutory or other services are provided.</li> <li>▪ Experience of using a range of change management and transformation methodologies to deliver impactful organisational change at pace.</li> <li>▪ Experience of working and succeeding in complex partnership arrangements.</li> <li>▪ Experience of leading a large multidisciplinary workforce to drive performance and a successful culture.</li> <li>▪ Experience of working within and promoting a health and safety and safeguarding culture.</li> </ul>	<p>cross cutting matters to deliver objectives jointly.</p> <ul style="list-style-type: none"> <li>▪ Able to translate complex strategies into what is required to deliver cultural, organisational and technological improvements.</li> <li>▪ Able to translate vision, complex concepts, financial information, principles and practices into clear compelling organisational strategies and plans.</li> <li>▪ Financial acumen to be able to interpret and interrogate complex financial information. Ability to identify income generation opportunities/income streams in own Directorate/Federation in line with Council vision.</li> <li>▪ Able to understand performance management systems and methods to drive continuous improvement.</li> <li>▪ Ability to coach and mentor others to improve and build a high performance culture.</li> <li>▪ Ability to develop and maintain effective dialogue with local MP's and other agents of central government, providers of key public services and representatives of major and prospective investors to protect and promote the best interests of the city.</li> </ul>
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