

Job Title	Assistant Director – Adult Social Care (Older Adults, Physical Disabilities, Hospital Discharge)
Pay Grade	D1
Directorate	Adults and Public Health
Reports to	Strategic Director of Adults and Public Health
Location	Harrow Council Hub

Role Purpose

- To provide strategic and operational leadership for LB Harrow's Adult Social Care services for older people, people with physical disabilities, and hospital discharge, ensuring the Council meets its statutory duties under the Care Act 2014 and associated legislation, and that residents with care and support needs receive high-quality, person-centred, and cost-effective services.
- The Assistant Director will deputise for the Director of Adult Social Care (DASS) as required, and will lead the Older Adults, Physical Disabilities, and Hospital Discharge portfolio within the wider Adult Social Care directorate, directly line managing four Heads of Service and a combined workforce of approximately 95 staff.
- The post-holder will be accountable for the effective management of approximately £50m of care spend, ensuring services are delivered within agreed financial parameters while managing demand pressures, improving outcomes, and embedding best practice across the service.
- They will act as a key advisor to the Director, senior leadership team, and elected members on matters relating to adult social care policy, performance, and risk, and will represent the Council in partnership with the NHS, other local authorities, and the voluntary and community sector to deliver integrated, sustainable care — with particular emphasis on effective hospital discharge pathways and reducing avoidable delays.
- The role carries delegated responsibility for ensuring compliance with statutory duties (including assessment, eligibility, care planning, safeguarding, and ordinary residence provisions), and for driving continuous improvement in line with CQC's new assurance framework for local authorities.
- To develop and maintain effective partnerships within the local health and social care economy including the VCSF.
- To lead on the Neighbourhood Health agenda for the council, alongside the Director of Public Health, with specific leadership for Integrated Neighbourhood Teams.
- To ensure there are robust quality assurance mechanisms in place and to lead on quality improvement initiatives for practice and recording.
- To ensure the effective delivery of a wide range of change initiatives and projects.

Job Context (Key outputs of team/role)

Strategic Leadership

- Provide strategic direction and leadership for the Older Adults, Physical Disabilities, and Hospital Discharge portfolio, translating Council and directorate priorities into deliverable service plans.
- Deputise for the Director of Adult Social Care (DASS) on relevant strategic, operational, and governance matters as required.

- Contribute to the development and delivery of the council's Adult Social Care strategy, ensuring alignment with the Care Act 2014 and emerging national policy (including NHS reform and integration agendas).
- Act as the Council's senior lead on hospital discharge, working closely with NHS partners to deliver timely, safe, and sustainable discharge pathways and to reduce delayed transfers of care.

Financial and Resource Management

- Hold budgetary responsibility for circa £50m of care spend, ensuring robust financial management, forecasting, and delivery within agreed parameters.
- Identify and deliver efficiency savings and demand management initiatives without compromising statutory compliance or quality of care.
- Provide accurate and timely financial reporting to the Director, Section 151 Officer, and elected members, escalating risks and pressures as appropriate.

Operational Management

- Provide line management, professional supervision, and performance management to four Heads of Service, and overall leadership to a combined workforce of approximately 95 staff.
- Ensure consistent application of statutory assessment, eligibility, and care planning processes in accordance with the Care Act 2014 and other relevant legislation.
- Monitor and improve service performance against key national and local indicators, including those relevant to the CQC assurance framework.
- Lead workforce planning, development, and retention strategies within the portfolio, ensuring capacity and capability to meet current and future demand.

Safeguarding and Statutory Compliance

- Ensure full compliance with safeguarding duties under the Care Act 2014, including timely and effective responses to safeguarding concerns within the portfolio.
- Ensure correct application of ordinary residence rules and other statutory provisions affecting service users within the portfolio.
- Act as a designated senior officer for relevant statutory functions as required (e.g. Mental Capacity Act, DoLS oversight, as applicable to portfolio).

Partnership and Stakeholder Engagement

- Build and maintain effective relationships with NHS partners, particularly around hospital discharge, intermediate care, and integrated care pathways.
- Represent the Council in relevant system-wide boards, partnerships, and forums.
- Engage with elected members, providing advice, briefings, and reports as required.
- Work collaboratively with other Assistant Directors and senior leaders to ensure a joined-up approach across the wider directorate.

Quality and Improvement

- Drive continuous improvement in service quality, outcomes, and user experience across the portfolio.
- Lead on relevant transformation and change programmes, ensuring evidence-based and person-centred approaches.
- Ensure effective use of data and performance information to inform decision-making and identify emerging risks or pressures.

Generic Duties

- Implement and champion, through service and staff development, the Council's Health and Safety, Equal Opportunity and Information Security Policies.
- To ensure that the post holder complies with their responsibilities as laid out in the council's health and safety policy and takes an active role in promoting a positive health and safety culture.
- Promote and ensure participation in the Council's individual performance appraisal and development initiatives and information management best practice.
- To support the operation of elections when requested to by the returning officer.
- To motivate, train, develop and performance manage staff to maintain an effective workforce capable of meeting its objectives.
- To manage the functions so that the services provided are responsive to customer requirements, accessible to all areas of the community and provide value for money
- To develop the structures, systems and policies necessary to support effective service delivery.
- To formulate annual operational plans and budgets for the services so that there are clear priorities and appropriate resources are allocated to their achievement.
- To resolve the most complex and high-level operational issues so that they are resolved effectively and precedents are set for the resolution of similar issues.
- To develop longer term (2-3 years) plans for the services managed so that they are developed in line with Council and Government priorities and customer requirements.
- To ensure services link effectively with related service provision, within or external to the Council, so that coherent and value for money services are provided. Where appropriate, and in conjunction with other service providers, to undertake joint planning of service delivery and/or for the closer integration of service provision.
- Prepare monitor and control the service budget to ensure that expenditure is in line with the agreed business plan.
- To manage the teams and service provided in a way that promotes the Council's approach to diversity.

Values, Behaviours and Equalities

We want our colleagues to live our values. These values describe what we stand for and how we do things at Harrow whilst inspiring, challenging and guiding us towards the delivery of our organisational ambitions and goals. Our three values are:

Be Courageous, Do It Together and Make It Happen

These values will also help us to achieve our equalities vision of being a proud, fair & cohesive Harrow, a great place to live, work & visit.

Selection Criteria

Qualifications, Knowledge and Experience, Skills and Behaviours

Role requirements	Essential	Desirable
Registered Social Worker with current Social Work England registration, OR Registered Occupational Therapist with current HCPC registration.	✓	
Post-qualifying award in social work, occupational therapy, leadership, or management (e.g. PQ Award, AMHP, Practice Educator).		✓

Evidence of continuing professional development relevant to adult social care leadership.	✓	
Relevant management or leadership qualification.		✓
Substantial senior management experience within adult social care, including operational and strategic leadership	✓	
Demonstrable experience managing significant budgets within a local authority or similar public sector setting.	✓	
Experience of leading and managing multi-disciplinary teams through Heads of Service or equivalent middle managers.	✓	
Direct experience of older people's services, physical disability services, and/or hospital discharge pathways.	✓	
Experience of working in partnership with NHS organisations, including at a strategic level (e.g. ICB, acute trusts, community health, primary care).	✓	
Experience of leading service transformation or change programmes within adult social care.	✓	
Experience of operating within a political environment, including reporting to elected members.		✓
Track record of delivering financial efficiencies while maintaining or improving service quality and outcomes.	✓	
Comprehensive knowledge of the Care Act 2014 and associated statutory guidance.	✓	
Sound understanding of safeguarding legislation and practice, including the Mental Capacity Act 2005 and DoLS.	✓	
Up-to-date knowledge of national policy and reform affecting adult social care (e.g. NHS reform, Better Care Fund, CQC assurance framework).	✓	
Understanding of ordinary residence rules and cross-boundary placement issues.	✓	
Knowledge of commissioning and contract management principles within social care markets.		✓
Understanding of local government finance, governance, and decision-making structures.	✓	
Strong strategic leadership skills, with the ability to translate policy into operational delivery	✓	
Excellent financial management and analytical skills, with the ability to interpret complex data to inform decisions	✓	
Highly effective communication and influencing skills, including with elected members, senior NHS leaders, and external partners	✓	
Ability to manage competing priorities and make sound decisions under pressure, including in complex or high-risk situations	✓	
Strong people management skills, with the ability to motivate, develop, and performance-manage senior staff	✓	
Ability to lead and embed cultural and organisational change		✓
Confident and credible representing the Council at senior partnership boards and forums	✓	
Resilient and adaptable, able to work effectively in a fast-paced and changing environment	✓	
Committed to person-centred, outcomes-focused approaches to social care	✓	



Strong personal and professional integrity, with sound judgement on ethical and safeguarding matters	✓	
Collaborative approach, able to build trust and effective relationships across organisational boundaries	✓	
Ability to travel across the borough and to partner sites as required	✓	
Enhanced DBS check (as relevant to role)	✓	