

## Role Profile

<b>Job Title:</b>	<b>Head of Service – Localities Older Adults and Physical Disabilities</b>
<b>Location:</b>	<b>Colindale</b>
<b>Department:</b>	<b>Adult Social Care</b>
<b>Directorate:</b>	<b>Communities, Adults &amp; Health</b>
<b>Grade:</b>	<b>7</b>
<b>Type of Working:</b>	<b>Hybrid</b>
<b>Reports to:</b>	<b>Director of Operations</b>

### 1. Job Purpose:

The Head of Service is responsible for leading the management of a defined area of services for older people and physically disabled people for the Council. The role is responsible for the delivery of these services within set budgetary parameters and for their on-going service improvement, and works with a range of internal and external partners to achieve effective outcomes for residents of Barnet.

This post will focus predominantly on the delivery of assessment and complex case support to people in the community. There will be a responsibility for driving forward partnership work with NHS organisations, the ICB and a range of other organisations in the statutory and VCS sectors. This post is also pivotal in managing demand for residential care and working with commissioning colleagues to ensure that creative offers to care are being discussed and developed.

### 2. The Head of Localities will:

- Lead and be responsible for the management and performance of a large number of staff, a significant budget and for the effective discharge of key statutory duties in adult social care.
- Lead and manage the social care teams in their area of practice.
- Lead and manage teams for assessment, support planning and case management.
- Ensure safeguarding concerns and enquiries are dealt with appropriately and effectively, ensuring procedures and timescales are followed.
- Identify opportunities to increase the independence of service users and reduce dependence on high intensity services, through personalisation, innovation and best practice.
- Proactively lead financial planning and budget management for their unit, ensuring robust plans are in place to achieve MTFS savings whilst maintaining service quality.
- Work closely with other Heads of Service to identify and manage safeguarding risks.

- Provide professional leadership to the workforce including the embedding of strength based practice.
- Work with other Heads of Service to target interventions and services to areas where they will have the greatest impact.
- Manage operational partnerships both internally (such as public health, family services, HR, Finance) and externally (such as the voluntary sector, health, housing, police).

### 3. Core Accountabilities

- **Think Customer:** To ensure that outstanding customer service is being delivered on a day-to-day basis for all customers of the Council's older people and disability services and that any issues or complaints are dealt with, and resolved, in an effective and timely manner.
- **Leadership and People Management:** To provide strong, visible leadership and professional supervision for service staff and/or external partners to ensure a high quality of service provision within professional guidelines and standards.
- **Democratic Spine:** To provide insight for elected members, as required, to highlight the performance of older people and disability services against agreed performance standards and to raise any specific, high-priority service issues for their attention.
- **Financial & Risk Management:** To manage operational budgets within agreed financial parameters, and monitor compliance with relevant legislation, statutory duties and Council policies to manage risk appropriately.
- **Resource Planning & Management:** To manage the use of set resources (people, assets etc.) to ensure that they are best deployed to meet identified needs and achieve agreed service outcomes and manage the day to day delivery of services.
- **Contract Management:** To manage the operational aspects of specific contracts for the service area ensuring that they delivery against agreed service quality levels.
- **Stakeholder Management:** To manage operational stakeholder relationships to ensure high quality service delivery and that customer outcomes are met. To develop close internal partnerships to effectively deliver high quality services.
- **Service Expertise:** To maintain a high level of knowledge regarding legislation and best practice to ensure high quality customer outcomes are consistently achieved.

### 4. Knowledge, Skills and Experience

- Educated to degree level with a relevant social work professional qualification.
- Experience of operating at a management level in a complex organisation, with a successful track record at a management level.
- Successful track record of developing and delivering services which are effective at meeting customer needs and are cost efficient.

- Experience of successfully managing operational services and relationships.
- Extensive knowledge and understanding of the older people and disabilities fields including relevant legislation and statutory frameworks.
- Strong leadership and people management skills.
- Strong project management skills and experience.
- Extensive experience in budget management and savings planning and delivery. Strong partnership development and management skills.

## 5. Senior Management

- Abide by of Barnet’s health and safety policy, associated arrangements, and implement the Senior manager’s/Director’s responsibilities set out therein.
- Complete mandatory health and safety training
- Ensure strategic/service plans take account of health and safety risks and effects on employee wellbeing
- Monitor health and safety compliance arrangements and take action where there are concerns
- Include health and safety in regular management team/board meetings
- Lead by example, monitor and enforce health and safety compliance of managers
- Ensure sufficient resources are allocated to managing risk
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## 6. Promotion of Corporate Values

To ensure that customer care is maintained to the agreed standards according to the council’s values. To ensure that a high level of confidentiality is maintained in all aspects of work. Our values:

Caring / Learning to Improve / Inclusive / Collaboration

## 7. Flexibility

In order to deliver the service effectively, a degree of flexibility is needed and the post-holder may be required to perform work not specifically referred to above. Such duties, however, will fall within the scope of the post, at the appropriate grade.

## 8. The Council’s Commitment to Equality

To deliver the council’s commitment to equality of opportunity in the provision of services. All staff are expected to promote equality in the workplace and in the services the council delivers.

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<b>Criteria</b>	<b>Essential/ Desirable</b>	<b>Assessed by:</b>
<b>Professional Membership/Qualification required</b>		
<p>Social work qualification and registration.</p> <p>Experience of operating at a management level in a complex organisation, with a successful track record at senior level.</p> <p>Evidence of continuing professional development</p>	Essential	Application/Interview
<b>Technical / knowledge requirements</b>		
<b>IT Skills</b>		
<p>Good IT and data management skills, including proficiency in Microsoft Word, Outlook and Excel spreadsheet packages:</p> <p>Knowledge of key systems: Mosaic/ Oracle/ Power BI.</p>	Essential  Desirable	Application/Interview
<b>ASC service knowledge</b>		
<p>In-depth knowledge of strengths-based, person-centred and rights-based practice, alongside professional standards (PCF, Social Work England) and evidence-informed approaches.</p> <p>Comprehensive understanding of safeguarding, risk management, quality assurance, audit, and governance systems, including the use of data, feedback and lived experience to drive improvement.</p> <p>Strong knowledge of leadership, workforce development, organisational culture change, partnership working, and embedding equality, diversity and inclusion across integrated health and care systems.</p> <p>Knowledge of the major financial issues facing local government, understanding of the national policy context, requirements and future direction for relevant service areas.</p>	Essential  Essential  Essential  Essential	Application/Interview

<p>Excellent understanding of the local government and social care context, including challenges and opportunities facing the sector.</p> <p>Ability to work closely with social work practitioners and other services, building trust and confidence quickly and supporting them to deliver change.</p> <p>An understanding of other adults social care systems such customer financial affairs/ brokerage, relevant legislation and guidance.</p>	<p>Essential</p> <p>Essential</p> <p>Essential</p>	
<p><b>Project and Programme Management</b></p> <p>Comprehensive knowledge of change, project and programme management principles and techniques including scoping and planning, resource management, controlling and managing risks, stakeholder engagement, and benefits realisation.</p> <p>Ability to develop clear business cases for change proposals, based on sound financial analysis.</p> <p>Ability to assess and design service models for effective service delivery.</p>	<p>Essential</p> <p>Essential</p> <p>Essential</p>	<p>Application/interview</p>
<p><b>Legislative / policy knowledge</b></p> <p>Extensive understanding of social work legislation and policy (e.g. Care Act, Mental Capacity Act, safeguarding) and strong knowledge of the CQC regulatory framework and quality statements.</p> <p>Ability to understand and interpret complex guidelines and legislation.</p>	<p>Essential</p> <p>Essential</p>	<p>Application/Interview</p>
<p><b>Behavioural Competencies</b></p>		
<p><b>Personal Effectiveness</b></p> <p>Highly skilled communicator and influencer, able to select from, and utilise, a range of high level negotiating and influencing strategies appropriate to different audiences and environments, from residents in engagement forums to members in a formal Committee setting.</p> <p>Communicates complex concepts and subject matter clearly, adapting approach for different audiences and avoiding jargon.</p>	<p>Essential</p>	<p>Interview</p>

<p>Able to build consensus amongst varied and challenging stakeholder groups, building trust and commitment and promoting a positive and pro-active partnership approach.</p>		
<p><b>Respecting others</b></p> <p>Respects the opinions of others and acknowledges opposing viewpoints.</p> <p>Consistently acts in a way that promotes equality and diversity Shows integrity and fairness when dealing with customers and colleagues.</p> <p>Acts on and achieves the promises and commitments made to customers and colleagues.</p> <p>Respects others' time by being punctual.</p> <p>Demonstrates impartiality and objectivity when taking actions and making decisions.</p> <p>Shows empathy and understanding for the feelings of, and situations faced by others.</p> <p>Is aware of own responsibilities for the health, safety and welfare of self and others</p>	<p>Essential</p>	<p>Interview</p>
<p><b>Striving for Excellence</b></p> <p>Demonstrates a positive attitude and approach to work.</p> <p>Is self-motivated, undertaking relevant tasks and activities without always having to be asked.</p> <p>Copes effectively with work-related pressures and setbacks</p> <p>Is flexible and adaptable to changing goals and circumstances</p> <p>Acts quickly to deal with potential problems.</p> <p>Ensures own work is of a high quality, accurate and timely.</p> <p>Strives to improve on past standards of performance.</p> <p>Manages time and prioritises work to maximise productivity and effectiveness.</p> <p>Displays conscientiousness in getting the job done to the best of ability.</p>	<p>Essential</p>	<p>Application/Interview</p>
<p><b>Leadership</b></p>		

<p><b>Setting Direction</b></p> <p>Is clear about LB Barnet's strategic priorities and the goals of own service area/Directorate.</p> <p>Understands how own work contributes to the LB Barnet's \ goals.</p> <p>Prioritises and plans own work based on an understanding of the 'bigger picture'.</p> <p>Provides feedback on, and constructively challenges, the direction and working practices of the team, service area, or organisation.</p> <p>Seeks to understand the need for, and responds proactively to organisational change.</p> <p>Approaches change positively.</p>	Desirable	Application/Interview
<p><b>Resource Management</b></p> <p>Effective budget management across multiple programmes and internal team, ensuring return on investment</p> <p>Ability to ensure best use of internal (human and financial) resources, prioritising effectively and developing and managing a first-rate Transformation service</p>	Desirable	Application/Interview
<p><b>Managing performance</b></p> <p>Innovative mindset, with ability to provide new ideas and challenge status-quo where necessary</p> <p>Able to effectively manage a complex, completing and rapidly evolving set of work priorities.</p> <p>Ability to solve complex problems, where no clear course of action exists, or outcomes of decision making are not immediately apparent, and adapt to sudden unexpected demands.</p> <p>Aware of the impact of own behaviour on others and takes responsibility to address any personal development needs.</p> <p>Works with senior leaders designing, developing and delivering transformation initiatives that have proven system level impact.</p> <p>Ability to act as a trusted critical friend to (senior) managers</p> <p>Uses a coaching and reflective approach to team management and development</p> <p>Operates with integrity and treats services users, partners, and colleagues with respect and dignity at all times.</p> <p>Leads by example, role modelling a supportive, inclusive culture, with a focus on quality and 'can do' attitude, inclusive</p>	Essential	Application/Interview

management style encouraging engagement and input from all levels within the organisation		
<p><b>Developing talent</b></p> <p>Demonstrates a commitment to own personal development and learning.</p> <p>Volunteers to take on new challenges and learn new skills.</p> <p>Actively seeks and acts on feedback on own performance.</p> <p>Helps to develop stretching but achievable objectives.</p> <p>Provides praise and constructive feedback to others.</p> <p>Gives help and coaching to less experienced colleagues.</p> <p>Learns from the skills and experience of others.</p>	Essential	Application/Interview
<b>Working in partnership</b>		
<p><b>Team working</b></p> <p>Shares information with colleagues to deliver objectives.</p> <p>Contributes to a positive team spirit and healthy working environment.</p> <p>Actively contributes ideas in team meetings or discussions.</p> <p>Appreciates the demands on team colleagues and willingly provides them with support.</p> <p>Can agree to compromise where appropriate</p>	Essential	Application/Interview
<p><b>Cross-Barnet working</b></p> <p>Understands the key functions of LB Barnet and the broad roles of service areas.</p> <p>Recognises the advantages of working with others across the council.</p> <p>Builds strong working relationships, and seeks out views of people outside of their team. Appreciates the political make-up and decision making processes of the council.</p> <p>Shares information and knowledge with those outside of own team.</p>	Desirable	Application/Interview
<b>External Partnership Working</b>		

<p>Readily and effectively works with representatives of partner organisations.</p> <p>Has a broad understanding of the wider local government context.</p> <p>Recognises the importance to the council of active partnership.</p>	Essential	Application/Interview
<b>Values &amp; Behaviours</b>		
<b>Caring</b>		
Integrity- I work with candidates and colleagues in a way that builds trust.	Essential	Application/Interview
Empathy- I say “thank you” and “well done” where appropriate, and take time to ‘check in’ to see if the people I work with are ok	Essential	Application/Interview
Support- I support my colleagues to deliver excellent services. I focus on resolving any issues and capturing lessons learnt	Essential	Application/Interview
<b>Learning to Improve</b>		
Insight- I regularly rely on evidence and professional standards to support my work and decision making.	Essential	Application/Interview
Agile-I am fully empowered to act within the scope of my role	Essential	Application/Interview
Growth Mindset- I take responsibility for my own personal development, growth and learning and support others with their learning and development where I can	Essential	Application/Interview
<b>Inclusive</b>		
Personal Responsibility- I am curious about what is important to others around diversity. I reflect and act upon this curiosity to improve my own understanding	Essential	Application/Interview
Engage with discomfort- I am open to and reflect on what makes me uncomfortable and use my engagement with others to challenge myself and constructively challenge others	Essential	Application/Interview
Champion Diversity- I recognise the advantages and importance of equality, diversity and inclusion in delivering outcomes for residents, and take an active role to ensure they are implemented and integrated in everything I do.	Essential	Application/Interview
<b>Collaborative</b>		
One Team- I actively and purposefully build my network of relationships with people across the Council and with partners. I proactively seek feedback and evidence as a way of learning from and improving the way I work with others	Essential	Application/Interview

Caring for **people**, our **places** and the **planet**

Accountable- I accept responsibility for my own actions and decisions, and demonstrate commitment to ensuring these align to what is best for Barnet	Essential	Application/Interview
Outcomes Focused- I adapt my way of working to best suit the outcome we are trying to achieve within the scope of my role and professional standards	Essential	Application/Interview