

# LONDON BOROUGH OF HACKNEY

## JOB DESCRIPTION

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|-------------------------|-----------------------------------------|
| <b>POST TITLE:</b>      | Deputy Head of Services - Mental Health |
| <b>DIRECTORATE</b>      | Adults, Health and Integration          |
| <b>SERVICE</b>          | Adult Social Care                       |
| <b>GRADE:</b>           | PO11                                    |
| <b>RESPONSIBLE TO:</b>  | Social Work Professional Lead (ELFT)    |
| <b>RESPONSIBLE FOR:</b> | Team Managers                           |

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### PURPOSE OF THE JOB

This is a London Borough of Hackney (LBH) role, based at East London NHS Foundation Trust (ELFT). ELFT provides a comprehensive mental health service to people from a diverse range of cultures and ethnic groups covering the City of London, Hackney, Newham and Tower Hamlets. The post holder should be dedicated to providing high-quality mental health social care within diverse, multi-disciplinary teams, with focus on delivering exceptional interventions that achieve the best possible outcomes for individuals with mental health needs.

As a deputy head of service in adult social care there are four key areas of responsibility:

- Responsible for the management of operational quality and excellence in the portfolio of services in your area, ensuring that a personalised and strength-based approach enable adults in Hackney to be safe and well, leading a life of their choice.
- Provide leadership and management that enables the workforce to thrive, helping to ensure collaborative and collegiate relationships both internally, across the Council and with all key stakeholders, including the Integrated Care System and our Community and Voluntary Sector.
- Managing spend and contributing towards the overall budget savings, efficiencies and plans to maintain stability within the department. This includes operational direction on quality and cost of care packages, ensuring use of social care funds is equitable and proportionate.
- Take a lead role in the department's collaborative and solution focused approach with projects and programmes in the department, the wider Council and externally, supporting a positive way of working that improves outcomes for our residents and the reputation of the department.

## **PRINCIPAL ACCOUNTABILITIES:**

- To work in partnership with Head of Service, the ELFT Social Work Professional Lead, and senior leaders to make contribution to departmental and corporate objectives, while feeding up insight and innovations from service areas.
- Manage and provide support to services to achieve high performing, safe and personalised outcomes to residents, with focus on the effective use of resources and staff.
- Work in partnership with internal and external stakeholders, enabling collaborative and collegiate relationships that improve outcome for residents.
- Operational oversight of a key area of adult social care: Mental Health.

## **STRATEGIC THINKING AND PLANNING**

- To be responsible for designated areas of service development and improvements.
- To be responsible for effective performance management arrangements to achieve service objectives and to ensure agreed KPIs are met.
- As a senior manager to participate in Council-wide developments and initiatives in pursuit of Council aims and objectives.

## **MANAGING SERVICES AND DELIVERY**

- To ensure that services meet the relevant legislative requirements.
- To be responsible for ensuring that all work activity is underpinned by effective work processes to deliver service outcomes on time, in budget and to agreed quality standards.
- To manage a service which is driven by the principles of choice, control and independence, placing decision making with service users and carers. To proactively move away from an existing service culture of dependence on service provision to achieve individual goals and to promote independence.
- To develop new and innovative ways of doing things recognising and promoting the positive benefit of change to improve services and achieve goals. To promote a culture of organisation learning across the whole service encouraging constructive challenge and learning by mistakes.
- To ensure staff are compliant with Information Governance and that robust information systems are maintained across health and social care, including the sharing of data with health partners such as GPs.
- To ensure that the work carried out by all functions in the service areas are in accordance with required Council standards, legal requirements and national and local objectives and that adequate monitoring and auditing processes are in place.

## **LEADERSHIP AND THE MANAGEMENT OF PEOPLE**

- Promote open communication, clear direction and the creation of a performance oriented approach and culture. To ensure that appropriate workplans, appraisal, supervision and staff development systems are in place to achieve organisations strategies and objectives.
- To be responsible for ensuring that the workforce are aware of standards, expectations and timescales, and to establish clear lines of responsibility and accountability building trust, good morale and teamwork.
- To manage the service in a manner that promotes equality of opportunity and collaborative working ; ensuring that staff are aware of the requirement to deliver non discriminatory services and to promote greater equity for disadvantaged groups.
- To effectively liaise, plan and deliver agreed outcomes with the Head of Service. • To consistently promote and apply the Human Resources Standards and Equalities Standards and to ensure that this is demonstrated and maintained throughout the service.

### **POLITICAL SENSITIVITY AND PERSONAL EFFECTIVENESS**

- To have an awareness of the political context and commitment to the Council's organisational values and beliefs.
- To brief the Head of Service of any potential issues arising from service delivery or workforce activity across the service which may negatively impact on organisational reputation.
- To ensure that feedback is utilised in planning and service development. To ensure that complaints are dealt with effectively and within agreed timelines.
- To be politically sensitive, be able to recognise and deal with a range of strategic political and sensitive issues that impact on the service area.
- To create personal priorities and targets with agreed outcomes and deadlines while maintaining a grip on the key priorities/accountabilities

### **MANAGING PROJECTS AND RESOURCES**

- To understand budget making processes and be responsible for decision making in relation to staffing and care budgets in line with the LBH policy around delegated authority.
- To have a thorough understanding of the areas budget and robust management of all resources ensuring appropriate monitoring to avoid overspends.
- To be responsible for supporting the service to achieve agreed outcome focussed performance targets for the service.
- To provide managerial cover for other parts of Adult Social Care if required in the short-term absence (annual leave/sickness) of substantive post holders.
- To represent the service on working groups, conferences etc when required by

the Head of Service.

- To ensure that new national guidance and policy directives are implemented into operational practice; including the preparation of appropriate guidance to staff, local policies and practice directives.
- To develop processes that will improve overall service delivery to those in need of services, maximising a multi disciplinary approach.
- To work in close collaboration with Commissioning to ensure that the overall commissioning and service planning approach is informed by user profiling and need.
- To ensure that the development and delivery of the service reflects policy directives, good practice and local priorities and that the need of Hackney's socially and ethnically diverse communities are appropriately addressed.
- To advise on and make decisions in respect of complex cases requiring the agreement and/or expertise of a senior manager; taking appropriate advice from legal services as appropriate and to represent the Service in Court hearings if required.
- To support the development and maintenance of auditing systems which ensure adequate comprehensive recording practice, assessment and case management arrangements.
- To chair service meetings and discussions and agree courses of action following decisions on the allocation of resources.
- To support with preparation for CQC and Service Inspections and to participate in and act on the findings inspections.

## **ANTI-RACISM & EQUAL OPPORTUNITIES**

Hackney aspires to be an anti-racist organisation. The post holder should demonstrate through personal and professional example, a commitment to dismantling systemic racism, discrimination and injustice. We expect staff to make anti-racism and anti-oppressive ways of working a foundation of their practice.

To demonstrate a commitment to Anti-racism, equality of opportunity for all groups of staff and service users and to challenge discrimination, racism, sexism and other forms of unjust behaviour. Actively cultivating an inclusive, learning environment, celebrating cultural, heritage and religious diversity.

The post holder is expected to be committed to the Council's core values of public service, quality, equality and empowerment and to demonstrate this commitment in the way they carry out their duties

NB: All employees are expected to adhere to the Council's Diversity & Equality and Health and Safety Policies.

Hackney is committed to safeguarding and promoting the welfare of children and vulnerable adults and operates stringent safer recruitment procedures.

## PERSON SPECIFICATION

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## KNOWLEDGE AND QUALIFICATIONS

- A degree qualification or above in either: Social Work, Social Care, Allied Health profession or Public Health and appropriate registration.
- A strong track record of delivering within a performance management culture.
- Significant and relevant managerial experience within health and social care services.
- Sound experience of delivering and managing projects.
- Experience of effectively managing budgets.
- Experience in change management.
- Desirable experience of working within an integrated/ multi disciplinary service setting.
- Understanding of the key current policy directives for adult social care and health.
- A clear understanding of budget management and the delivery of high quality, value for money services.

## EXPERIENCE

Track record of achievement at leadership level in a similarly large and complex organisation, including evidence of:

- Able to demonstrate a track record of the delivery of high quality customer services.

- Able to demonstrate a track record of applying strong analytical skills and laterally thinking to develop creative and innovative service solutions.
- Ability to apply findings from research evidence and best practice.
- Able to demonstrate a track record of managing services in a manner that promotes equality of opportunity and collaborative working ; ensuring that staff are aware of the requirement to deliver non discriminatory services and to promote greater equity for disadvantaged groups.A strong track record of developing and delivering within a performance management culture.
- Ability to deliver service outcomes to agreed standards by timely and accurate recording of performance data.
- Ability to manage and direct service delivery initiatives and projects from within budget and set timescales.
- Experience of managing budgets within Health and Social Care settings.
- A clear knowledge and understanding of commissioning processes in Health and Social Care.
- Experience of supporting and developing service user and carer involvement and co production.
- Experience of leadership and management ideally within a multi disciplinary setting.
- Able to demonstrate an ability to set standards for staff including clear expectations around timescales.

## **KEY SKILLS**

- Personal and professional demeanour which generates credibility and confidence amongst customers, staff, external partners and all other stakeholders.
- Excellent communication skills both oral and written with experience of composing reports and presentations.
- IT competent and be able to interpret data, to constantly improve performance and manage standards in the service.
- Able to set personal priorities, objectives and deadlines while maintaining a focus on the key service priorities/accountabilities.
- Ability to acquire new skills and demonstrate a strong commitment to learning/continuous professional development for self and others.
- Able to demonstrate political awareness within the context of Adult Social Care and Mental Health services.
- Able to evidence understanding of Corporate objectives, Government directives, Social Care policy and emerging Health and Welfare reforms.

- Ability to motivate and empower staff to build an effective service and develop good relationships, trust, good morale and teamwork.
- Ability to attract, develop and retain a highly motivated and professional workforce and to deal swiftly and competently with any performance issues or unprofessional conduct. • Ability to ensure staff demonstrate service performance by the timely and accurate recording and use of IT systems, as required by the department and partners.

***NB: All employees are expected to adhere to the Council's Equality & Diversity and Health & Safety Policies.***