

# Generic Role Profile: Strategic Leadership Level C - Head of Service/Senior Professional Lead III



## Role Purpose, Context and Scope:

- Accountable for leading and managing specific Council services at a tactical delivery level, providing professional expertise, leading on a complex programme or the commissioning of services for the Council.
- Horizon scanning 1-3 years; emerging practices and seek out the latest thinking and innovation within their service.
- Work with Councillors to implement the strategic aims and objectives of the Service.
- Provide strong leadership management and guidance regarding the allocation of resources, risk management, change management and behaviours within a specific service area.
- To role model the values and behaviours of the organisation so your teams can see and hear, and learn from you.
- Manage and develop the workforce within their service area.

## Indicative Accountabilities:

- To have robust, affordable operation plans in place to deliver the Corporate Plan on time and to budget.
- Create and build effective relationships internally and externally with key stakeholders and instil in direct reports the imperative for accountability, responsibility and collaboration with others, for example: Councillors, other Boroughs, the communities we serve and partners.
- Work collaboratively across all service areas with other senior managers (including those from partner organisations and agencies) in order to deliver services, generate efficiencies and create synergies wherever possible.
- Lead, manage and develop staff so that they are capable of and motivated to achieve the corporate and service aims and objectives.
- Drive significant cultural change through the corporate infrastructure in order to drive service excellence.
- Be accountable for associated budget and have affordable plans in place to deliver the Medium Term Financial Plan.
- The service area you manage is compliant and performance management is monitored, and remedial action is taken promptly and at pace.
- Lead and manage robust, safe and resilient services that deliver in challenging times, including maintaining accurate risk registers, business continuity plans and information asset records.
- Be an ambassador for Haringey.

## Example Job Titles at Level C:

- Head of Service
- Programme Manager
- Service Lead/ Professional Expert/Commissioner

## Indicative Performance Measures:

- Specific measures from Medium Term Financial Plan.
- Achievement of Council's Corporate Priorities.
- Achievement of Workforce Plan targets.
- Support as required external assessments e.g. Ofsted, Peer Review.

## Indicative Dimensions:

- Work involves management of specific service areas or specific programmes or providing professional expertise or commissioning of services with some integration with external partners.
- Generally has a direct responsibility for the financial management of specific service area.
- Jobs at this level operate with some discretion over resource allocation. Decisions taken are consistent with Council policies and procedures. There is managerial control exercised through the review of results.
- Can deliver in a political environment.

## Haringey Values:

- Lives, and can articulate for others, our values: Human ▪ Ambitious ▪ Accountable ▪ Professional

## Indicative Knowledge, Qualifications, Skills and Experience:

- Deep and detailed knowledge of principles and practices gained through extensive experience and development in a specific field.
- Degree level or equivalent qualification plus relevant experience.
- Membership of appropriate professional body by examination e.g. CIPFA, RICS or evidence of continuing professional development (CPD).
- Excellent communication skills.
- Ability to work with high level internal and external stakeholders.
- Ability to manage complex service delivery within a challenging and political environment.
- Understands the commercial context of the service they provide.
- Ability to exercise initiative and good judgement in delivering service and Council aims and objectives.

## Leadership Qualities:

- Achieving Ambitious Outcomes** – Takes responsibility for the delivery agenda; planning activities and for achieving results. Typically looks 12 months ahead.
- Service Excellence** – Consistently strives to achieve the best for the community and residents. Focuses on quality in everything. Has a positive and dynamic approach.
- Thinks Differently** – Handles complex information. Comes up with a range of ideas and proposes well thought out solutions.
- Visible Leadership** – Leads service confidently; builds and supports teams. Understands the skills and capabilities of the team, provides feedback and encourages development.
- Work in Partnership; One Council** - Understands the value of working together. Looks to build relationships, share information and collaborate on important issues, to achieve better results.
- Open Communication** - Open, friendly, clear and confident. Adapts the way they communicate and can make an impact, influencing others and building support. Listens carefully to others to understand different views.

## Job Specific Profile

Job Title and Service Area:
Head of Service Mental Health. The post holder reports to the Assistant Director for Adult Social services.
Role Purpose:
To ensure that mental health social work and social care in Haringey are fully embedded with a high profile in the integrated mental health service within Barnet Enfield & Haringey Mental Health Trust and that services to users and carers is of high quality, cost effective and delivers personalised, recovery focused care and choice whilst maximising independence at all times.
Main Responsibilities (in addition to indicative accountabilities on generic profile):
<p>To be the professional lead for adult mental health personalised care practice within the Council and Barnet Enfield and Haringey Mental Health Trust, contributing to wider development of services for user and carers.</p> <p>To advise the Assistant Director Adult Social Care and Assistant Director MHT on all matters relating to the performance of statutory responsibilities and good practice within social care for people with mental health problems in Haringey.</p> <p>To work closely with commissioners to ensure the community mental health services in Haringey, across all agencies are continuously improved as part of a 'whole system'</p> <p>To be responsible for the organisation and delivery, in Haringey of the Approved Mental Health Practitioner Service and for the exercise of delegated responsibility on behalf of the DASS (Director of Adult Social Services) for acceptance into Guardianship.</p> <p>To oversee annual budgets in line with Council limits and ensure mental health budgetary plans are devised and delivered within the joint service</p> <p>To lead the strategic development for services to improve the health and well being of people using mental health services and engage with corporate colleagues and other partners to ensure an integrated approach.</p> <p>The post holder will work collaboratively at a strategic level with all relevant stakeholder agencies to ensure that there is effective multi-agency liaison and co-operation applied to achievement of goals.</p>

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To manage the following functions and the staff involved in delivering these functions:

To manage the AMHP Manager.

To ensure that social work staff in the Mental Health teams are trained and able to undertake their responsibilities.

To ensure that the services for which the post is responsible are managed within the available budgets and that agreed savings or growth initiatives are delivered in accordance with timescales.

To ensure the effective implementation of Council HR policies so that the service recruits and maintains a well-trained workforce with good attendance and high standards of professional conduct.

To promote high standards of professional practice focusing on involving users and carers in order to meet their needs.

To ensure that the Safeguarding policies and procedures of both organisations operate effectively within the services managed.

To provide regular supervision, support and guidance to the managers for whom responsible, including annual appraisals.

To ensure services are driven by sound business intelligence by ensuring data quality and systems compliance.

Advise relevant managers within BEH MHT about professional issues related to social work and social care practice

### Planning and Strategic Management

To ensure the provision of high quality and effective financial, human resource and performance management in the services for which responsible, in order to deliver Council, Trust and Partnership Board objectives.

To ensure that an annual Service Plan and Team Plans are in place, consistent with Council and Trust objectives, and are implemented effectively.

To be a member of the Adult Social Care Management Team and contribute to the overall management, development and coordination of adult social care in Haringey.

To develop and maintain positive working relationships with key colleagues and partners – particularly Commissioning, Housing, Supported Housing, Metropolitan Police, NHS commissioners and NHS provider services, the Mental Health Trust and acute hospitals and relevant independent sector organisations.

To chair inter-agency meetings and lead the development and implementation of new

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policy initiatives as required.

### Change Management

To take an overview of the ongoing development and implementation of personalisation, both in the services for which directly responsible and the wider Integrated Adult Mental Health Service and Adult Social Care more generally.

In conjunction with relevant colleagues to initiate, manage or contribute to service developments to improve the responsiveness, effectiveness and efficiency of services provided to people with mental health problems, ensuring that service outcomes are achieved.

To lead on or contribute to, as appropriate, the implementation of other strategic changes emanating from government, the Council, etc.

To lead on the identification of learning and development for social work staff, ensuring an adequate number of Approved Mental Health Practitioners, including arrangements for approval/ re-approval.

To develop and keep under review, the range of joint protocols, procedures and mechanisms offered for pooled budgets and integrated services to deliver more comprehensive integration.

To maximise the resources available for mental health services through ensuring full take up of all specific and additional grants made available to the Council, the Trust and other partners.

To ensure that the teams and units for which responsible deliver a service that is user and carer focussed and in accordance with the Council's and Trust equality policies.

To attend Member meetings (Council Executive, Scrutiny Panels) and NHS Trust meetings/ Boards as required.

To write reports, and other complex documents, respond to complaints and Freedom of Information requests as required.

To undertake any other duties appropriate to the role.

Knowledge, Qualifications, Skills and Experience (in addition to those on generic profile):

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Current knowledge and understanding of the functions of local authorities, the NHS and other agencies related to Social Work/ Social Care, and of the interrelationships between agencies.

Knowledge of current relevant legislation and statutory duties, responsibilities and best practice in mental health and adult social care, including in relation to safeguarding, the Care Act and personalisation.

Sound and demonstrable knowledge and understanding of the principles of financial management and budgetary planning and control.

Knowledge of the principles of human resources and performance management.

Understanding of and personal credibility to promote high standards of professional social work practice across organisational boundaries and outside direct line management.

Ability to analyse financial reports and effectively use the information to ensure efficient budget management.

Ability to work closely with other related agencies / departments / services to lead, shape and motivate to ensure efficient and effective provision of services

Excellent communication, interpersonal and listening skills, particularly in relation to service users/carers and influencing very senior stakeholders.

Use of information technology to maintain and develop records and statistics that enables effective performance management.

Substantial experience of working in a clinical or service leadership role within mental health.

Experience of managing social work services and developing services as part of an effective 'whole system'.

Current experience of financial management and budget planning in a social care environment, and working knowledge and competence in associated information technology.

Experience of project management and joint working with professionals from a range of agencies, including co-ordinating inputs from a range of professional sources.

Experience of reviewing and developing services, strategies, procedures and practice in a social care context, both proactively and in response to change.

Experience of analysing and conceptualising problems, formulating and executing appropriate solutions and negotiating successful outcomes.

Current experience of managing, appraising and developing staff and setting professional standards for others in a multi-disciplinary context

Qualification

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Hold a recognised Social Work qualification and be registered with the HCPC.

Have successfully completed postgraduate training as an Approved Mental Health Professional (AMHP) or relevant transitional training (AMHP).

This post is exempt from the Rehabilitation of Offenders Act 1974. An enhanced disclosure check with the Disclosure and Barring Service (DBS) will be undertaken. The DBS helps employers make safer recruitment decisions and prevent unsuitable people from working with vulnerable groups, including children. It replaces the Criminal Records Bureau (CRB) and Independent Safeguarding Authority (ISA).

### Dimensions:

- \* As Head of Service for Mental Health with Haringey Council the post holder will be expected to behave in accordance with the Haringey leadership framework and the accountabilities framework. The Head of Service will be expected to conduct their duties within professional and legal standards and more specifically they will be expected to:
- \* Work collaboratively across all service areas with other managers in order to generate efficiencies and create synergies wherever possible;
- \* To influence and contribute to delivering objectives set out in the corporate plan; Instil in direct reports the imperative for accountability, responsibility, collaboration and integration with other areas across the Council;
- \* Drive significant cultural change through your area;
- \* Effectively lead and manage staff (set, monitor and evaluate objectives on a yearly basis);
- \* Ensure all individuals and teams follow the Improving Haringey principles of getting the basics right, customer focus, safeguarding is everyone's business, managing well and value for money;
- \* The post holder must ensure that Health & Safety legislation and the Council's Health & Safety requirements are complied with and monitored within;
- \* Be aware of and comply with the Council's Equal Opportunities Policy.

### Other information:

The post-holder will directly line-manage up to 8 FTE staff and work closely with project managers to effect transformational change. This is a complex multi-disciplinary service

## Job Specific Profile



area with annual budgets of approx. 25m for Mental Health Services.
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Organisational Structure (attach as an appendix)
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