



# Chief Officers' Employment Panel Supplemental Agenda

**Date: Wednesday 24 April 2024**

## Agenda - Part I

4. **Approval of remuneration packages over £100,000 following restructuring of People Services Senior Management posts** (Pages 3 - 24)  
Report of the Managing Director

*Note: In accordance with the Local Government (Access to Information) Act 1985, the following agenda item has been admitted late to the agenda by virtue of the special circumstances and urgency detailed below:-*

Agenda item

4. Approval of remuneration packages over £100,000 following restructuring of People Services Senior Management posts

Special Circumstances/Grounds for Urgency

This report was not available at the time the agenda was printed and circulated and Members are requested to consider this item as a matter of urgency to enable roles in the People Services structure to be recruited to.

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**Report for: Chief Officers’  
Employment Panel**

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**Date of Meeting:** 24<sup>th</sup> April 2024

**Subject:** Approval of remuneration packages over £100k following restructuring of People Services Senior Management posts

**Responsible Officer:** Alex Dewsnap, Managing Director

**Exempt:** No

**Wards affected:** All

**Enclosures:** Appendix 1 – Service Structure  
Appendix 2 – Role Profiles

## **Section 1 – Summary and Recommendations**

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This report sets out a proposal for a permanent senior management structure for Adults and Public Health Directorate and Children Services Directorate following consultation with the senior management team and Trade Unions.

### **Recommendations:**

It is recommended that:

1. The remuneration packages for the posts of (D3) Director Adults and Public Health (132,168 - £145,575) and Assistant Director Strategy and Commissioning (D1) grade (£94,356 - £111,474) be approved;
2. It be noted that the roles of Corporate Director People Services (D4) and the Director of People Services Strategy and Commissioning D2 will be deleted;
3. the appointment process for the Director of Adults and Public Health be approved.

## **Section 2 – Report**

Harrow Council embarked on a transformation programme of its People Services directorate. The initial phase has been the redesign of Children's and Adult Social Care. Phase one of the transformation programme focused on service models (Family Hubs and Neighbourhoods).

People Services was led by Corporate Director of People Services who has over the nine years of it being in place held Statutory Director of Adult Social Services (DASS) and/or Director of Children's Services (DCS) responsibilities. Currently, the role holder is the statutory DASS for the Council.

The implementation of the first phase of the People Services transformation has confirmed the senior management arrangements for the Adults and Children's Directorates. A strengthening of management structures covering MG grades and G11 grades to ensure robust delivery of Harrows Adults and Children services has also been implemented.

Phase 2 of the Transformation programme will see the separation of People Services in to two separate directorates: the Adult Services and Public Health Directorate and the Childrens Services Directorate, who will report directly to the Managing Director and be members of the Corporate Leadership Team. This move will strengthen the Borough's leadership team with two statutory Director holding posts joining Corporate Leadership Team.

### **The Proposals**

This move will strengthen the Council's leadership team with two statutory Director holding posts joining the Corporate Leadership Team. With the

creation of the new Care Quality Commission Inspection Regime, which will over time bring parity to the regulatory regimes in Childrens and Adults social care, it is important that the Council's senior leadership capacity is boosted to support these arrangements. This new structure will create this capacity, as well as supporting the statutory role in both areas of the Head of Paid Service (Managing Director) with the direct reporting line to the Council's Managing Director.

Adults and Public Health Directorate to be led by Director of Adult Social Services and Public Health (DASS) who will report directly to the Managing Director. The Childrens Services Directorate to be led by Director of Childrens Services which is an existing post who will also now report directly to Managing Director.

### **Summary of Proposed Changes**

- People's Directorate split into a Childrens Services Directorate (headed by Director of Children's Services - DCS) and an Adults and Public Health Directorate (headed by the Director of Adults and Public Health - DASS), both reporting into the Managing Director. This would then bring these two statutory Directors onto CLT and reporting to the Managing Director.
- Deletion of the Corporate Director People.
- Deletion of Director of People Services Strategy and Commissioning.
- New Assistant Director Commissioning post to report into DASS with a dotted line to the DCS.
- Director of Public Health to report to the DASS in the new Adults and Public Health Directorate with a dotted line to Managing Director.
- Director for Education to report into DCS in the new Directorate.
- All current Adults Assistant Directors will report to the Director of Adults and Public Health.
- All current Childrens Assistant Directors will continue to report to the Director of Children Services.

### **Established structure before restructure.**

The established senior management structure prior to the restructure was:

- Corporate Director People Services
- Director Adults Social Care
- Director Children Services
- Director People Services Strategy and Commissioning
- Director Public Health
- Director Education

### **Legal Implications**

The Chief Officers' Employment Panel has delegated powers to:

- Approve remuneration packages of £100,000 or over for any Council post; and

- To appoint Chief Officers.

In accordance with the Constitution, this Panel is required to approve a remuneration package of £100,000 or over for a Council Post.

The Panel is required to report back to Council for information purposes on all such approved remuneration packages.

Harrow Council's Pay Policy Statement 2019 provides that: 'All employees, including Chief Officers, are normally appointed on the lowest pay spine column point for their job evaluated grade. In exceptional circumstance, employees may be appointed at a higher point within the evaluated grade. The Council may apply market supplement payments to jobs with recruitment or retention difficulties.'

## Financial Implications

The financial implications of these changes provide a net reduction of £228k as set out in the table below.

This reduction in cost will be factored into the 2025/26 Budget Setting process with the in-year saving (in 2024/25) being held as a contingency/risk against the delivery of existing Medium Term Financial Strategy (MTFS) savings.

	Including oncosts
	£
Deletion of post of Corporate Director (D4)	-218,954
Director of People Services Strategy and Commissioning (D2)	-179,741
Creation of Assistant Director Strategy and Commissioning (D1)	151,798
Increase grade of Director of Adults and Public Health (DASS) from D2 to D3	18,878
<b>Net Reduction</b>	<b>-228,019</b>

## Risk Management Implications

Risks included on corporate or directorate risk register? **No**

Separate risk register in place? **No**

If the COEP do not agree to the appointment of Director of Adults and Public Health post, then there is a high risk to the Council that the strategic leadership and drive to deliver key expectations, will remain at high risk of failure under continuing interim and temporary arrangements.

The relevant risks contained in the register are attached/summarised below. **Yes**

The following key risks should be taken into account when agreeing the recommendations in this report:

<b>Risk Description</b>	<b>Mitigations</b>	<b>RAG Status</b>
Insufficient capacity in People Services Directorate to deliver Council priorities and objectives	These changes provide senior leadership capacity in each directorate to deliver priorities.	Green

## **Equalities implications / Public Sector Equality Duty**

Was an Equality Impact Assessment carried out? Yes

There are no impacts on protected characteristics from this reorganisation.

As part of the formal process an EqIA has been prepared, but as there is only one directly affected employee, the identifiability of the affected employee would be exposed if this information was to be shared. Given the sensitivity of the personal information captured as part of the EqIA process, it is not appropriate for this information to be shared in this particular context.

### **Council Priorities**

- 1. A council that puts residents first**
- 2. A borough that is clean and safe**
- 3. A place where those in need are supported**

## **Section 3 - Statutory Officer Clearance**

**Statutory Officer: Sharon Daniels**

Signed on by the Chief Financial Officer

**Date: 16<sup>th</sup> April 2024**

**Statutory Officer: Caroline Eccles**

Signed on behalf of the Monitoring Officer

**Date: 16 April 2024**

**Chief Officer: Alex Dewsnap**

Signed by the Managing Director

**Date: 16 April 2024**

## **Mandatory Checks**

**Ward Councillors notified: NO, as it impacts on all Wards**

## **Section 4 - Contact Details and Background Papers**

**Contact:** Alex Dewsnap, Managing Director

**Background Papers:** None

If appropriate, does the report include the following considerations?

- |                 |     |
|-----------------|-----|
| 1. Consultation | YES |
| 2. Priorities   | YES |



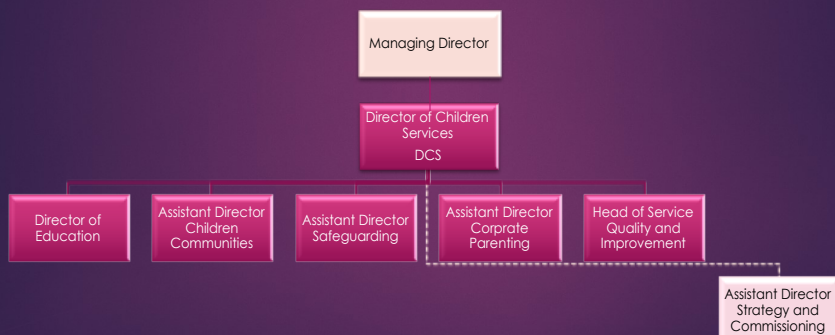
## Appendix 1

### Structures

# Adults and Public Health



# Children services



## Appendix 2

### Role profiles

<b>Job Title</b>	<b>Director of Adults and Public Health (Statutory Director Adults Social Services DASS)</b>
<b>Pay Grade</b>	D3
<b>Directorate</b>	People Services
<b>Budget</b>	£73 million
<b>Reports to</b>	Managing Director (Head of Paid Service)
<b>Location</b>	London Borough of Harrow Hub – Foreword Drive
<p><b>Role Purpose and measures of success</b></p> <ul style="list-style-type: none"> <li>• This is a statutory DASS role. As a senior officer, you will be part of the corporate leadership team, responsible for the successful delivery of the council’s vision and business priorities of Adult Social Care, Public Health, Commissioning and designated services within your directorate in Harrow.</li> <li>• You will be expected to work closely with all Council Departments including Children's Social Care, Education, Housing, Environmental Services, and partners such as Health and the Voluntary and Community Sector to provide effective leadership and management that will contribute to continuous improvement and the delivery of well-coordinated, quality social care that Safeguards the vulnerable in Harrow.</li> <li>• The post is responsible for managing the Director of Public Health and ensuring that they are able to undertake their duties as set out in the statutory guidance on role and responsibilities.</li> <li>• The post is responsible for managing the Assistant Directors of Adults social services and Assistant Director of Strategy and Commissioning. The post is a member of the Council’s Corporate Leadership Team</li> <li>• This role actively contributes to Council-wide and Directorate initiatives that will help to embed the culture of efficiency and integrated working at the Integrated Neighbourhood levels at a senior level.</li> </ul>	
<p><b>Tasks and responsibilities</b></p> <ol style="list-style-type: none"> <li>1. Together with the Managing Director and in collaboration with elected members, establish and implement a vision for Harrow in the development of its services, organisation and workforce.</li> <li>2. Demonstrate effective strategic leadership and good governance through high standards of personal behaviour.</li> <li>3. Ensure that structures are efficiently streamlined, and processes inform sound decision-making and service delivery.</li> <li>4. Deliver efficiency and value for money and sound financial management.</li> <li>5. Develop and maintain systems and processes to develop capability, skills and knowledge at all levels within the organisation.</li> <li>6. Develop and maintain a culture that encourages innovation and improvement.</li> <li>7. Develop and maintain a healthy and effective interface between the Council Members and Officers</li> <li>8. Provide well-evidenced and sound advice directly to the Managing Director, Cabinet, portfolio holders and other members of the Council and attend Council, Cabinet and other committees and events as required.</li> </ol>	

9. Promote a positive image of Harrow externally and represent the Council at the local and national levels, attending and presenting at such conferences, seminars, meetings and working parties as may be required, including London ADASS.
10. Represent the Council and/or the Managing Director in discussions with partner organisations and other stakeholders.
11. Lead and direct corporate and cross-council activities as specified by the Managing Director
12. As part of the Corporate Leadership Team, make decisions in the council's best interest and support the corporate team as and when required.
13. Deputise for the Managing Director within functional areas and other areas as specified by the Managing Director.
14. Maintain and develop effective systems and processes for identifying the local community's needs and the resources available to deliver agreed outcomes.
15. Maintain and develop an effective framework for consultation and engagement with service users, NHS organisations, staff, trades' unions, voluntary and community organisations, partners and other stakeholders.
16. Ensure quality services are commissioned to enable the achievement of agreed outcomes through effective, efficient, equitable and sustainable service delivery.
17. Lead innovation in the development of new approaches to service delivery to ensure continuous improvement in value for money, performance and quality of services for Council Taxpayers
18. Oversee and ensure implementation of service development and delivery plans.
19. Oversee Council's integrated commissioning team to ensure value for money, quality services are commissioned to meet the needs of vulnerable groups and contracts are managed effectively.
20. Ensure robust systems and operational processes are in place to safeguard the vulnerable adults in Harrow, that strategic safeguarding partnership arrangements are strong and well-coordinated, and that the safeguarding board is active and holds responsible and oversees the whole system safeguarding duties in Harrow.
21. Ensure the Council's vision on commissioning and block contracting for key contracts are delivered efficiently, taking into account the Population Health Management principles and the Public Health principles, also addressing the inequalities in the borough.
22. Always aiming to work with providers to co-produce services and develop a sustainable provider market to deliver efficient and quality services for the residents of the borough.
23. As the senior statutory officer working at the corporate level, ensure Public Health principles are influencing the wider council strategies and projects.
24. Ensure Harrow delivers its Public Health duties and delivers prevention early intervention programmes to support the wider Borough Based Partnership's vision and the Council's vision of prevention.
25. Ensure monitoring and review arrangements are in place to enable evaluation of service delivery and impact on achieving agreed outcomes.
26. Ensure in conjunction with strategic partners, government, and other agencies the achievement of council objectives and the fulfilment of statutory obligations and national requirements.

### **Partnership**

27. Maintain and develop effective relationships with key partners, service providers, stakeholders and the wider community to facilitate high-quality commissioning of services.
28. Maintain and develop effective relationships with relevant government departments and other national or regional bodies.

29. Ensure the council is equipped to meet government requirements and the CQC inspection requirements.

### **Commissioning**

30. Oversee, maintain and develop effective systems and processes for identifying the needs of the local community and the resources available to deliver agreed outcomes.
31. Oversee, maintain and develop an effective framework for consultation and engagement with service users, staff, trade unions, voluntary and community organisations, partners and other stakeholders.
32. Ensure services are commissioned to enable achievement of agreed outcomes through effective, efficient, equitable and sustainable service delivery.
33. Lead innovation in the development of new approaches to service delivery to ensure continuous improvement in value for money, performance and quality of services for Council Taxpayers.
34. Oversee and ensure implementation of service development and delivery plans.
35. Ensure service agreements and contract arrangements enable service delivery against agreed outcomes.
36. Ensure monitoring and review arrangements are in place to enable evaluation of service delivery and impact on achieving agreed outcomes.
37. Ensure in conjunction with strategic partners, government and other agencies the achievement of Council objectives and the fulfilment of statutory obligations and national requirements.

### **Performance and Resource Management**

38. Provide effective management arrangements to ensure delegated resources are used to best effect to deliver agreed outcomes.
39. Sustain a culture to encourage meaningful contributions by employees through their continuing development and commitment.
40. Develop and maintain effective governance and performance frameworks to clarify accountability expectations and ensure that effective monitoring, reporting and challenge mechanisms are in place.
41. Provide effective management arrangements to ensure implementation of the Council's Safety Policy and Safety Management Systems, including any service-specific Safety Policy, Codes of Practice and Safe Systems of Work.
42. Participate in effective civil emergency planning leadership and management and the Council's Gold Rota.
43. Fulfil the statutory role of the Director of Adult Social Services and ensure that the associated statutory duties are discharged (See Statutory Guidance for further details).
44. Deputise for the Managing Director to ensure that the associated statutory duties are discharged.
45. Lead and direct the strategic and general management of the Adult Social Care, Commissioning and Public Health /functions on behalf of the council:
46. Lead and direct the effective implementation of the Adult Social Care Vision – October 2023
47. To act as a lead officer and directly advise the Managing Director of relevant council committees and panels, including Cabinet and Scrutiny sub-committees and council Members, on all strategic policies and practices relating to the DASS role.

### **Key knowledge, skills, and experience**

48. Educated at a degree level with experience working at the corporate level and actively contributing to the leadership and management of the Council that will deliver and promote a one-organisation approach. (essential)

49. Evidence of successful budget management at this level and commissioning Value for Money contracts. (essential)
50. We expect the applicant to demonstrate exceptional transformation and culture change skills within a complex organisation where they achieve better outcomes for the service users. To lead, inspire and transform adult social care into a consistently high-performing, strengths-based service with continuous improvement at its core. (essential)
51. Exceptional leadership skills that motivate staff and productivity levels and help to improve recruitment retention. (essential)
52. A champion for Equality and diversity and embed this in core standards of practice.
53. Extensive experience and delivery of strategic planning and service delivery, including statutory obligations within local or central government or private sector, with a demonstrable and proven record of achievement in the same.
54. Ability to build broad networks and partnerships across the NHS and voluntary sectors at borough, regional and national levels.
55. Excellent leadership finance and people management skills, preferably in an environment of delivering complex changes to services.
56. Experience having worked at a senior level in a political environment, skills in understanding and responding to different perspectives and taking a cross-organisational perspective.
57. Strong negotiation and influencing skills to ensure that others cooperate in the achievement of corporate objectives.
58. Proven track record of success in a front-line service delivery environment.
59. Understanding key local government politics, political structures, and culture.
60. Ability to think critically and analytically to draw sound conclusions based on complex data.
61. Able to deliver joint working across different functional areas for the benefit of the corporate agenda.

### Knowledge, Skills and Experience

Role Requirements.	Job specific examples (if left blank refer to left hand column)	Essential	Desirable
In accordance with the Immigration Act 2016, where the role is customer-facing and the post holder is required to speak to members of the public, the ability to converse at ease with customers and provide advice in accurate spoken English is essential for the post.		✓	
To demonstrate a commitment to the Council's Equal Opportunities & EDI Policy and the ability to understand and implement the policy in relation to the job responsibilities.		✓	
Comprehensive working knowledge of relevant legislation.		✓	
Significant senior management and local authority experience.		✓	

Experience of managing large service budgets effectively.		✓	
Experience of working with Elected Members.		✓	
Experience of partnership working with a wide range of stakeholders and multi-agency services.		✓	
Ability to lead and contribute to the management of change and service redesign.		✓	
<b>Qualifications</b>			
<b>Role Requirements.</b>	<b>Job specific examples</b> (if left blank refer to left hand column)	<b>Essential</b>	<b>Desirable</b>
Educated to degree level or equivalent or has the equivalent relevant work experience.		✓	
<b>Other Requirements</b>			
The job involves travel for business purposes.			

<b>Manager Signature</b>	<b>Employee Signature</b>
<b>Job Title</b>	<b>Job Title</b>
<b>Date</b>	<b>Date</b>

<b>Job Title</b>	<b>Assistant Director Strategy and Commissioning</b>
<b>Pay Grade</b>	D1
<b>Directorate</b>	Adults and Public Health
<b>Division</b>	Commissioning
<b>Reports to</b>	Director of Adults and Public Health (dotted line to Director of Children's services)
<b>Budget</b>	Revenue commissioning budget approx. £60m (across Adults and Childrens Services) and a capital budget approx. £28m (across Adults and Childrens),
<b>Location</b>	Dependant on the Line Manager

### **Role Purpose**

The Director of People Services Strategy and Commissioning will:

- Manage and direct the strategic and general management of the of the Strategy and Commissioning Division
- To provide organisational and strategic leadership to Strategy and Commissioning team.
- Commissioning function for statutory and non-statutory services in Adults and Childrens.
- Advise the Director of Adults and Public Health and Director of Childrens Services in respect of reforms and responses to the national government agenda that impact on commissioning services across the Adults and Public Health Directorate.
- Providing expert commissioning advice to elected Members. Develop and maintain effective working relationships with all relevant stakeholders both internal departments and members, and externally including with health, schools, stakeholders, providers, voluntary sector, service users, government bodies etc.
- Manage and direct the integration of health and social care across Harrow and North West London (NWL)
- Represent and otherwise deputise for Portfolio Holders, Director of Adults and Public Health and Director of Childrens Services, as required.
- To identify, implement and lead continuous improvement programmes that will improve Commissioning delivery, and embed a performance and accountability culture that drives standards and performance.

### **Measures of success**

The post holder will:

- be based within the Adults and Public Health Directorate within Harrow Council and report directly to the Director Adults and Public Health and manages strategy and commissioning across Harrow Council. Working closely with Director of Children's Services and Public Health as well as key corporate departments and partners
- be a member of the Adults and Public Health Directorate Leadership Team and Corporate Leadership Forum (CLF).
- work across the directorate and organisational boundaries in a cross cutting and collaborative way seeing the links and synergies with budgets, resources and policies that will promote the Council's agreed priorities and put the interest of the Council first.
- act as lead officer and directly advise the Director, council committees and panels including Cabinet and Scrutiny sub committees and council members on all strategic policies and practices relating to the Adults and Public Health Directorate and where necessary Childrens Services.

Responsible for the effective commissioning of:

- a revenue commissioning budget approx. £60m (across Adults and Childrens Services),
- a capital budget approx. £28m (across Adults and Childrens),

- management of 1-4 direct reports and approximately 25 staff
- indirect management of internal and external multi-disciplinary staff including professional specialists
- Lead and direct the strategic and general management of the following services / functions:
  - Strategic Commissioning and Market Management
  - Arranging Care Team, Contract Monitoring Team and the Adults and Children's Complaints Team and Information Requests Team.

### **Tasks responsibilities**

1. Advise the Director of Adults and Public Health (and Childrens Services) and the Council's leadership team on policy and legislation relevant to Adults and Public Health Directorate.
2. Resolve complex matters across Strategy and Commissioning with the Adults and Public Health leadership team (and Childrens Services) without recourse to the Director of Adults and Public Health except in the most serious situations.
3. Provide strategic leadership on the development and implementation of policies, strategies and projects that deliver the responsibilities and priorities of Adults and Public Health Directorate (and Childrens Services) and broader health and social care integration agenda including the Local Authority statutory duties for education, ASC and CSC.
4. To act as lead officer and directly advise the Directors, portfolio holders, council committees and panels including Cabinet and Scrutiny sub committees and council members on all strategic polices and practices relating to the Commissioning of outcomes for Adult Services and Childrens Services. Attend Council, Cabinet and other Committees and events as required
5. Lead and direct the development and implementation of the Strategic Commissioning Plan(s) and related projects across the Council and partnerships.
6. Lead and co-ordinate communication on Commissioning both internally and with partners.
7. Develop and maintain effective governance and performance frameworks to clarify accountabilities, expectations and ensure that effective monitoring, reporting and challenge mechanisms are in place for commissioned services, including Council led and joint commissioning with partners
8. Ensure service agreements and contract arrangements enable service delivery against agreed outcomes
9. Ensure monitoring and review arrangements are in place to enable evaluation of service delivery and impact on achieving agreed outcomes.
10. Maintain and develop effective systems and processes for identifying the needs of the local community and the resources available to deliver agreed outcomes.
11. Maintain and develop an effective framework for consultation, engagement and co-production with service users, staff, trade unions, voluntary and community organisations, partners and other stakeholders.
12. Ensure services are commissioned to enable achievement of agreed outcomes through effective, efficient, equitable and sustainable service delivery.



13. Lead innovation in the development of new approaches to service delivery to ensure continuous improvement in value for money, performance and quality of services ‘
14. Maintain and develop effective relationships and strategic partnership working with key partners, service providers and stakeholders and the wider community to facilitate high quality commissioning of services
15. Lead and direct the integration of health and social care across Harrow and North West London (NWL).
16. Represent or deputise for the Director Adults and Public Health as required at statutory and non-statutory forums e.g. Departmental, Council and partnership meetings and events.
17. Promote a positive image of Harrow externally and represent the council at local and national level attending and presenting at such conferences, seminars, meetings and working parties as may be required.
18. Together with the Director and in collaboration with Adults and Public Health Management Team (and Childrens Services) and elected members, establish and implement a vision for Harrow in the development of its services, organisation and workforce.
19. Provide strategic leadership to school organisation strategy development and implementation and lead the commissioning of the school organisation capital programme.
20. Lead on a directorate developmental plan to review the use of assets for vulnerable residents and influence the Council’s regeneration programme to provide more local resources with potential savings in the future.
21. Secure alternative funding and resources as opportunities arise including bidding for capital and revenue grants and support charitable organisations to secure funding.
22. Deputise for the Director of Adults and Public Health as and when required.

**Finance and operations**

- 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.
- Prepare, monitor and control the service budget to ensure that expenditure is in line with the agreed business plan.

**Partnerships**

- To lead, develop, promote, and co-ordinate key partnership arrangements both internally and externally, to ensure that the service works together with statutory, voluntary and private sector providers to support, care and protect children & young people in need of services, and their parents and carers.

To develop and support innovative multi-disciplinary and partnership practices to maximise the impact of effective joint working with children, young people and their parents/carers.

**Selection Criteria - Knowledge, Skills and Experience**

Role requirements	Essential	Desirable
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Excellent knowledge and understanding of current issues for local government particular across People Services and operating in a political environment.	✓		
Excellent knowledge and understanding of the legislative frameworks affecting LA responsibilities.	✓		
A clear understanding of the diverse nature of Harrow's communities and the implications for achievement and inclusion services.	✓		
Experience of providing high level professional challenge, advice and support to partners, providers, headteachers, governors, Council officers and members.	✓		
Experience of leading on strategic policy development and implementation.	✓		
A strategic and lateral thinker, able to contribute to interdependent leadership and the development of integrated service delivery.	✓		
Experience and success in leading and managing individuals, teams, and budgets.	✓		
Proven experience of managing change and improvement programmes	✓		
Highly developed leadership skills, including evidence of strategic thinking and planning.	✓		
Proven ability to provide written reports to strategic and operational partners, including quality cabinet reports, briefings to senior partners etc.	✓		
Excellent critical thinking, influencing, communication and presentation skills.	✓		
High level analytical skills and the ability to draw data from a range of sources and present in a clear, concise manner.	✓		
Proven ability to motivate and manage teams.	✓		
Proven ability to make decisions autonomously when required on difficult issues.	✓		
Proven ability to work on own initiative and organise workload, working to schedule within changing deadlines.	✓		
Ability to work evenings and weekends as required.	✓		
Enhanced CRB clearance.	✓		
<b>Qualifications</b>			
<b>Role Requirements.</b>	<b>Job specific examples</b> (if left blank refer to left hand column)	<b>Essential</b>	<b>Desirable</b>
Educated to degree level or equivalent or has the equivalent relevant work experience.		✓	
Evidence of continuous professional development		✓	

<b>Other Requirements</b> The job involves travel for business purposes:

<b>Manager Signature</b>	<b>Employee Signature</b>
<b>Job Title</b>	<b>Job Title</b>
<b>Date</b>	<b>Date</b>

<b>Job Title</b>	Assistant Director Learning Disabilities and Mental Health		
<b>Pay Grade</b>	D1		
<b>Directorate</b>	Adults and Public Health	<b>Division</b>	Adults
<b>Reports to</b>	Director Adults and Public Health		
<b>Budget (£)</b>	£24 million		

### Role Purpose

62. To deliver statutory integrated health and social care services for disabled children and adults with learning disabilities and to improve services and outcomes for citizens who use health and social care support. Reducing gaps and inefficiencies in care and being able to offer some opportunities for financial savings.
63. To provide organisational and strategic leadership to help Harrow citizens benefit from care that is person-centred and co-ordinated within care settings, across mental and physical health and across health and social care. For care to be integrated, the Head of Service needs to co-ordinate health and care professionals and resources in order to bring together all of the different elements of care that our citizens need.
64. To take strategic responsibility for the ongoing development of the Children and Young Adults with Disabilities Service and Specialist Learning Disabilities Care Services and to ensure they reflect legislative and best practice to continually meet the needs of the local community.
65. To lead and manage the council's Children and Young Adults with Disabilities Services and Specialist Learning Disability Care services to lead a change programme to ensure fully integrated working practices across the services.
66. To lead on the Council's Joint Health & Social Care Autism and Learning Disabilities strategy. And the council's continuing healthcare strategy.
67. To lead and manage the council's and CCG's health and social care Integrated Community Learning Disability management team on a day to day basis. The service will provide social care assessments and support as well as clinical health assessments and interventions for residents with Learning Disabilities.
68. To ensure the local authority meets its statutory responsibilities in respect of education, health and social care agenda for disabled children and young people 0-25 and those with SEN, including the appropriate management of risk. Leading on OFSTED inspections for 0-25 disability services. Children's act 1989, Care Act 2014 and SEND Act 2014. To seek the views of and liaise and communicate with all relevant stakeholders who have an interest in Children and Adults with disabilities to keep the council informed, as appropriate, on issues and concerns.
69. To attend and contribute to the adult children's safeguarding board and strategies. Leading on inspections for disabled children and adults.
70. To support local mental health services and the strategic delivery of Care Act eligible services to vulnerable adults. Supervising and working close with the Lead Mental Health

professional to ensure the delivery of the Approved Mental Health professional (AMHP) service.

71. To represent the Director of Adult Social Services, in strategic discussions with Councillors, members of the public, partner organisations and Directors as required.

### **Measures of Success**

- This is the council's lead professional officer for services for children and young adults under 25 with disabilities, adults with Learning disabilities and / or Autism or similar associated diagnosis and mental health services. The role has both strategic and operational responsibilities in service areas of increasingly high demand that require careful management to ensure the expectations of users and their families are met whilst available resources will continue to decline.
- Responsibility extends to the financial control of a budget in excess of £24m for a large range of services and a diverse range of service providers in both Adults and Children's Services.
- The post will lead and develop an in-house team of more than 49 staff including Team Managers, Senior Practitioners, Registered Social Workers, Care Support Workers, Registered Learning Disability Nurses, Psychologists, Behaviour Therapists, Speech and Language therapists, Occupational therapists, Project Management officers, Senior Mental Health professionals and other specialist workers.
- The post holder will oversee several different health and social care practices, across different providers. To help citizens have positive experiences with health and social care services that are less fragmented, improving access and based around their (or their carers') needs.
- Integrated health and care provisions aim to reduce confusion, inequality, citizens getting lost in the system, repetition, delay, duplication and gaps in service delivery. This is part of the central governments vision of integrated health and care services.

### **Climate Vision**

Harrow is committed to helping staff and residents understand the impact of individual/organisational choices on climate. Contributing to our Interim Climate Strategy is an objective for every employee in terms of measuring success.

### **Tasks/responsibilities:**

72. To take responsibility for the strategic direction of services for children and young people with disabilities and adults 25 plus with learning disabilities by working closely with users and their families, other stakeholders and the council and keeping abreast of service developments and best practice initiatives locally and nationally. Leading on the provision of clinical health support for people with learning disabilities and autism.
73. To take responsibility for the strategic direction of services for adults with Learning Disabilities, Autism and Mental Health requiring health and social care support.
74. To ensure services meet the national and corporate priorities to improve life chances and outcomes for children and young adults under 25 with disabilities, including those in need of safeguarding, and children looked after.
75. To ensure services meet national priorities and regulation to improve life chances and outcomes for adults with autism and learning disabilities who need health and social care support.

76. To work closely with carers, relatives and service providers to ensure the services of people with autism and learning disabilities and children and young people with disabilities meet the required outcomes and to review these as appropriate.
77. To manage the strategic interface with other related services to ensure an integrated approach which meets the needs of all children and young people with SEND, including: access and inclusion, school improvement, children's social care, adult services, skills and employability, early help, the council's and health service commissioners and providers and continually strengthen partnerships with schools, health and third sector organisations.
78. Contribute to strategic, policy and system developments within Special Needs Services, Adult Care Services and across Health, Children's Services and the Council as a whole.
79. To develop appropriate and effective partnership arrangements both internally and externally for health and social care across the Council, CCG and CNWL.
80. To be responsible for the recruitment, selection, appointment and induction of new staff, in accordance with the council's equal opportunities and departmental policies, involving key colleagues, parents and young people as appropriate.
81. To lead, motivate, train, develop and performance manage staff to maintain an effective workforce capable of meeting its statutory objectives.
82. To ensure complaints are investigated appropriately in accordance with the council's policies and procedures and investigate high level complaints according to statutory guidance and respond, as appropriate, to enquiries from Councillors and letters from local MPs. To ensure complaints are investigated appropriately in accordance with the council's policies and procedures and investigate high level complaints according to statutory guidance and respond, as appropriate, to enquiries from Councillors and letters from local MPs.
83. Ensure there is no 'gap in provision' through transition from children to adult services.
84. To represent the Council at a range of internal and external meetings involving service users and/or their families/advocates, partner agencies, and elected members around matters relating to the safeguarding and welfare of children and young people with disabilities.
85. To ensure the preparation and presentation of clear and comprehensive reports to the appropriate committees, hearings, panels, court, conferences, reviews and other forums and contribute/lead serious case reviews and safeguarding adult reviews as appropriate.
86. To provide specialist consultation and advice on relevant complex cases and circumstances within Children's and Adult's Health and Social Services.
87. Take responsibility for disciplinary proceedings within the team and carry out investigations on possible disciplinary matters in accordance with departmental procedures.
88. To chair complex multi-agency meetings, making decisions in respect to the welfare of children and adults including issues of abuse and neglect and also long term planning for children in care. To be responsible for decisions about initiating legal proceedings in consultation with the Director of Adult Social Services and officers of the Local Safeguarding Children's and Adults Boards and the proactive management of these cases.
89. To ensure the collection, analysis and dissemination of relevant performance and service information and regularly review both individual and team performance to ensure objectives and targets are being met.
90. Deputise for the Director of Adult and Public Health at ADASS as and when required.

### **Selection Criteria**

#### **Knowledge and Experience, Skills and Behaviours**

<b>Role requirements</b>	<b>Essential</b>	<b>Desirable</b>
At least 5 years' previous experience working within a children's and/or adult's with learning disability service.	✓	

At least 3 years' experience of managing social workers and other staff providing assessments and services to children and young people with disabilities and/or adults with learning disabilities.	✓	
Proven experience of leading and delivering successful change management across complex services in adults or children's social care services.	✓	
Experience of strategic planning and service development.		✓
A thorough understanding of the needs of children and young people with disabilities and the needs of their parents and carers.	✓	
A thorough understanding of the needs of people with learning disabilities and those requiring health and social care support	✓	
Knowledge of: <ul style="list-style-type: none"> <li>• Relevant legislation, associated regulation and guidance for the council's responsibilities for children and young adults with disabilities</li> <li>• Government objectives for children's services</li> <li>• Requirements of the Children in Need Assessment Framework/ Common Assessment Framework</li> <li>• National foster care standards and regulations</li> <li>• Safeguarding Children and Adults procedures</li> </ul>	✓	
Knowledge of relevant legislation, associated regulation and guidance for the council and CCG's responsibilities for adults with learning disabilities including older people.	✓	
Knowledge and understanding of processes and mechanisms for involving users and carers.		✓
Knowledge and awareness of good practice in focusing on high quality, evidence-based outcomes for children and their families, adults with learning disabilities and/or older people and their families with a record of achievement in this area.	✓	
<b>Qualifications</b>		
	<b>Essential</b>	<b>Desirable</b>
Educated to degree level or equivalent or has the equivalent relevant work experience.	✓	
Registered Social Worker with HCPC	✓	
At least 5 years' post-qualification experience, including management experience and experience of supervising social workers	✓	
<b>Other Requirements</b>		
<b>The job involves travel for business purposes:</b> Yes		
<b>Management Competencies</b> <i>These competencies are relevant to all roles with responsibility for managing staff.</i>		
91. Resident Focus	95. Communicating with Impact	
92. Works in partnership	96. Financial Grip and Business Focus	
93. Political understanding	97. Data-Driven Decision Making	
94. Managing Performance and Delivering Results	98. Nurturing Talent and Building Careers	
	99. Corporate Awareness	

<b>Manager Signature</b>	<b>Employee Signature</b>
<b>Job Title</b>	<b>Job Title</b>
<b>Date</b>	<b>Date</b>