

# Role Profile

<b>Reference Number</b>	
<b>Role Title</b>	Director – Adult Social Care and Housing
<b>Directorate</b>	Adult Wellbeing and Housing
<b>Function</b>	N/A
<b>Reports to</b>	Chief Executive

## Role Purpose

As a member of the Senior Leadership Team, the role holder will provide leadership, direction and insight to shape and develop a high performing, efficient, entrepreneurial, compassionate and enabling Council; developing the Council's priorities and strategy to deliver excellent and inclusive services using available resources that improve the health and wellbeing of residents and communities of Cumberland.

## Accountabilities

- Be an active member of the Senior Leadership Team, contributing to strategic corporate planning and working to shape and develop an innovative, ambitious and inclusive new Council that delivers excellent public services for Cumberland residents and communities.
- Exercise the statutory responsibilities as the Director of Adult Social Services (DASS) of the authority with responsibility for local authority social services functions in respect of adults, providing a key professional leadership role for staff working in adult social care services.
- Lead the strategic development of a range of services and functions (that will change and adapt as the Council evolves and matures) including:
  - Driving the strategic development, transformation and delivery of social care services to adults.
  - Providing effective whole system leadership and integrated commissioning, providing services for adult social care to meet the identified needs of services users who meet the eligibility criteria.
  - Delivering adult social care services within an integrated health and social care system across the locality.
  - Ensuring all statutory obligations of the role are fulfilled, to champion safe working practices and ensure safeguarding is at the heart of service provision.
  - The development and management of the council's housing related services to ensure that they meet the current and future needs of local communities.
- Put community outcomes and the customer at the heart of service design and decision making, removing barriers and enabling staff to be entrepreneurial and innovative, and work with stakeholders across departmental and organisational boundaries to co-design inclusive and joined-up services that are efficient, effective and meet the requirements of residents and communities.
- Ensure the development and implementation of directorate and functional strategies, plans, objectives, policies, systems and processes, ensuring that they are coherent and integrated to deliver council priorities, and that they are compliant with external legislative and regulatory frameworks.
- Inspire, motivate and develop directorate leaders and staff, to create a modern, enterprising, and learning culture that enables staff to perform at their best and therefore both deliver excellent services to residents as well as retain and attract the best talent for the Council.
- Ensure the directorate uses all available resources in the most efficient and effective way that represents excellent value for money, managing Directorate budgets and ensuring services are continuously improved to see if they can be delivered in a more cost effective and streamlined way.
- Identify trends and developments in the sector and beyond, anticipating future issues, promoting innovative new approaches that illustrate an understanding of the 'system wide picture', and positively challenging current thinking to deliver an outstanding customer experience and community outcomes.
- Foster and cultivate long term constructive relationships and partnerships with a range of stakeholders at a local, national and international level, to position Cumberland at the centre of relevant networks and systems working across the region and be at the front for new government initiatives and funding opportunities, therefore delivering the best outcomes for the residents of Cumberland.
- Support the Cabinet and Members in translating their political objectives and priorities into coherent initiatives to enable the delivery of services across Cumberland, working within the appropriate governance structures, aligning services that deliver Adult Wellbeing and Housing Services.

## Knowledge / Skills / Experience required

- Experience of leading a large directorate in a role that has statutory responsibilities within a complex and diverse organisation and leading within an environment of constant change and transformation, bringing the workforce with you.
- Significant experience of leading diverse and multifaceted teams (both political and officer) at a senior level, bringing activities together to achieve an aligned objective.
- Evidence of empowering staff, residents and stakeholders to cultivate an enterprising, modern and agile culture, which delivers outstanding outcomes through a variety of mechanisms.
- Seasoned professional in driving an Adult's Social services focused Department in a complex organisation, with a breadth of understanding of all service areas that the role covers.
- Experience of forging partnerships and creating long lasting relationships and being able to work across organisational boundaries to collaborate with and influence key stakeholders – building support for ideas and initiatives behind the scenes to enable solution implementation across other public bodies, government, the private sector and the VCS community.
- Able to use deep personal understanding of the agendas or motivations of others in order to keep them positively engaged.
- Able to foster an innovative and curious mindset that drives an ambitious and inclusive way of working and empower staff to see continuous learning as a positive that drives better solutions and outcomes.
- In-depth understanding of regulations/legislation/policy context and best practice across adult social services, commissioning and an appreciation of housing needs, with comprehensive understanding of national and local government developments, policy, and emerging trends.
- A strong understanding of the national policy context for health and care systems, social care system dynamics, reform, a demonstrable track record of delivering change to transform health and care services and a strong knowledge of standards required within commissioning and provision of health and care services.
- Appropriate qualifications in respect of the discharge of adult social services within an integrated health and care environment with demonstrable continuing professional development (Membership of ADASS or similar professional bodies desirable).
- Excellent knowledge of the impact of underlying demographic, social or political drivers, and strong understanding of the formal and informal politics at the regional and national level and what this means for the Council.
- Excellent commercial acumen and financial management skills.

## Context and Scope

As a new unitary Council, the post holder will need to make a significant strategic contribution to shaping a new organisation that will deliver modern, agile, inclusive services and outcomes for the residents and communities across Cumberland. The Council will consider and assess different models of service delivery and by acting as a facilitator, will work closely with residents and communities so they can identify what they need to thrive and be resilient and explore how services may be delivered, be they by the Council or partner organisations or through doing more for themselves.

The Council will be bringing different cultures and ways of working together from former legacy organisations, while forging ahead in setting out its own aspirations and vision for how it wants to deliver services to the communities of Cumberland. While there will be many things that feel similar on day 1, this will not be business as usual and the organisation will not stand still, going through significant transformational change. The role holder is part of the senior leadership team that needs to create a safe and inclusive working environment that provides staff with the confidence to continue to deliver services during the transition and transformation of the new Cumberland council from previous councils' models.

As a strategic leader in this organisation, the post holder will need to thrive in an environment of constant change and some ambiguity. There will be a need to be both stable (resilient, reliable, and efficient) to keep delivering safe and effective services and dynamic (agile, nimble, and adaptive) to transform and continually learn and develop. The role requires an inspirational, entrepreneurial change leader, to flourish in an environment that will need to be responsive, flexible and adaptive to internal and external change and able to act at more pace when necessary while retaining stability and strong governance.

## Traits, motives and competencies

### **Cultivate Innovation**

Creating new and better ways for the organisation to be successful.

### **Customer Focus**

Building strong customer relationships and delivering customer-centric solutions.

### **Manages Complexity**

Making sense of complex, high quality, and sometimes contradictory information to effectively solve problems.

**Demonstrates Self-Awareness**

Using a combination of feedback and reflection to gain productive insight into personal strengths and weaknesses.

**Manages Ambiguity**

Operating effectively, even when things are not certain, or the way forward is not clear.

**Instils Trust**

Gaining the confidence and trust of others through honesty, integrity, and authenticity.

**Action Oriented**

Taking on new opportunities and tough challenges with a sense of urgency, high energy, and enthusiasm.

**Plans and aligns**

Plans and prioritises work to meet commitments aligned with Council goals.

**Ensures Accountability**

Holding self and others accountable to meet commitments.

**Drives Vision and Purpose**

Painting a compelling picture of the vision and strategy that motivates others to action.

**Collaborates**

Building partnerships and working collaboratively with others to meet shared objectives.

**Values Differences**

Recognising the value that different perspectives and cultures bring to an organisation.

**Contribution to Council Performance**

TBC