



Role profile

Role title	Locality Manager
Directorate	Adult Social Care
Service	Adult Care & Support
Grade	O
Reports to	Area Director
Version	1
JE code	9324

Approving manager	Suzanne Wixey
Date	January 2020

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Role purpose

The Cornwall & Isles of Scilly (CIOS) Health & Care Partnership sets out an ambitious vision to:

- Work together to ensure that the people of Cornwall and the Isles of Scilly stay as healthy as possible for as long as possible
- Support people to help themselves and each other so they stay independent and well in their community
- Provide services that everyone can be proud of and that reduce the cost overall

This role is focussed on the operational development and delivery of locality-based Integrated Care Partnerships, centred on one of three geographical areas in Cornwall.

Working in partnership with relevant Council services and its Arms-Length companies, Health and the Community and Voluntary sector, the role will work jointly with senior management, partners and stakeholders to develop service plans and ensure effective delivery of the strategic plan.

The jobholder will act as the ASC operational lead for services in the geographical area and will provide significant visible leadership to the local teams and partners and lead the ASC statutory functions to include responsibility for delegated budgets and performance within an integrated locality model.

This will include providing leadership to social care operational teams, ensuring that decision making is effective to improve outcomes for people; that people are safeguarded; and MSP is embedded into the locality teams. The role contributes to the development of multi-disciplinary teams and integrated services.

As a senior member of staff within the Service, the jobholder will contribute to the agreement of transformation and development priorities. The role will also contribute to Directorate transformation activities, and contribute to, and champion, the development of a strong and healthy culture within the Service and the Directorate.

Dimensions

Annual financial accountability

As delegated by the Directorate Leadership Team and under the supervision of the Head of Locality, management of budgets of c.£10 million

Management accountability

Functions managed:

- Line management of the Team Managers who are responsible for multi-disciplinary teams that provide care and support services across the

geographical area, including acute and complex care needs, safeguarding and adult protection.

Number of staff managed:

- Approximately 8–11 Team Managers directly, and C.100 staff indirectly

Accountabilities

We are a dynamic organisation and the particular duties and accountabilities may vary from time to time without changing the general character of the role or the level of responsibility entailed. Individual objectives will be agreed via the PDS appraisal process

Role-specific accountabilities:

- Contribute to the effective development and delivery of a Modernisation Plan, which aligns with the NHS England Five Year Forward Plan, the Joint Strategic Needs Assessment, and the Council's Devolution Deal
- Provide ASC Leadership in the locality-based Integrated Care Partnership in accordance with the Shaping Our Future agenda, working in partnership with the Cornwall Foundation Trust, GPs, and the Community & Voluntary sector
- Robust financial and performance management and responsibility within the designated locality to ensure delivery of services within the financial envelope
- Responsibility for the effective delivery of the assessment and review function of Adult Social Care, ensuring good evidence of performance and productivity to the Area Director.
- Deliver specified elements of the service plan including a motivated workforce, value for money and independence outcomes for individuals.
- Ensure MSP Safeguarding and statutory duties of adult social care are carried out within the designated locality in a timely and effective way.
- Contribute to the development of the Joint Strategic Needs Assessment and Service Improvement Plans, including delegated areas of need or provision
- Implement changes to practice and provision in the locality that result from changes in national or local policy, legislation or statutory guidance.
- Contribute to the preparation for, and effective responses to, Peer Reviews and Inspections
- To lead on complaint handling and resolution for the locality ensuring that it is done to a high standard and within specified timescales that drive continuous performance.
- Providing expert professional advice and guidance to senior management, partners, multi-agency forums and sub-groups of the Safeguarding Adults Board on designated areas of need and practice
- Respond to legal challenges including Judicial Review, about the delivery of statutory responsibilities, instructing solicitors as required
- Represent the Council and the CIOS Health & Care Partnership at regional and national meetings

- Lead the development of systems and practices that ensure needs are met in accordance with legislation, best practice, strategic aspirations and budgetary constraints
- Lead the development of practices that empower and involve adults in the design and delivery of services which are aimed at protecting their right to self-determination and independence, and in deciding what care and support is best for them personally
- Raise the quality and consistency of practice and performance in all aspects of service delivery against service and multi-agency standards, audit and key performance indicators.
- Ensure that learning from the experience of Serious Case Reviews and Independent Management Reviews are disseminated effectively and following up to check that the learning has been transferred into practice.

Resident focus

- Develop collaborative relationships with internal and external partners to ensure optimal outcomes for residents
- Represent the interests of the locality and of Cornwall to promote the county and enhance the Council's reputation and profile
- Develop or deliver customer feedback systems for the managed functions and ensure feedback is taken into account to improve outcomes for residents, service users or communities
- Promote the localism agenda and deliver a visible and meaningful presence with Cornwall's residents to build trust and legitimacy
- Manage and respond to complaints and compliment within the designated locality in line with Council Policy.

Service delivery

- Deliver functional objectives and priorities that align with the Council and Directorate plans and other corporate strategies
- Provide functional expertise to the Corporate Leadership team, the Corporate Directorate Team and Members to inform wider corporate plans and strategies
- Work with colleagues and partners to develop or deliver cross-cutting corporate projects or priorities
- Ensure the development and maintenance of performance indicators for the managed functions that reflect the service plan and wider corporate strategies
- Monitor policy, legislation and best practice to ensure the most appropriate structures for delivering the managed functions and deliver continuous improvement

Leadership & management

- Provide significant visible operational leadership and management of the service, role modelling behaviours, motivating staff and holding them to account for performance
- Drive excellence in social care operations and ensure staff have access to the learning and development opportunities to enhance practice.

- In conjunction with colleagues, implement communication, recognition, talent development and succession planning strategies that maximise levels of staff engagement
- Ensure the effective governance, delivery and embedding of change programmes, empowering staff to play an active role in delivering and realising the benefits
- Ensure the functions operate within all regulatory, legislative and best practice requirements and that the service is suitably positioned to adapt to and address forthcoming requirements

Finance

- Be responsible for the ASC delegated budget within the locality for both commissioning and staffing
- Contribute to the budget setting process for the wider service
- Ensure adherence to the Council's financial regulations, that spend is within agreed budgets, and savings are delivered in line with the MTPF and service plans
- Identify and realise opportunities for the service to secure funding and establish sustainable income streams

Corporate accountabilities

- Information security and governance: Manage information in line with the Council's policies, procedures and guidance on subjects such as Data Protection, Freedom of Information, confidentiality, information security and sharing, the information lifecycle and data quality, to ensure compliance and efficient and effective information governance
- Safeguarding: Maintain awareness of Council policies and practices regarding the safeguarding of children, young people and/ or adults who may be at risk. Report concerns/ allegations in accordance with corporate guidance and procedures
- Equality & Diversity: Work to eliminate unlawful discrimination, harassment and victimisation and report incidents as they occur. Treat everyone with dignity and respect and ensure individual's needs are met. Challenge inappropriate behaviour and language constructively, advising on alternatives so the opportunity for change can be considered
- Customer Experience: strive to continually improve customer satisfaction and maintain a clear and consistent focus on delivering outstanding customer experience
- Health, Safety and Wellbeing: proactively manage health and safety risks and lead on the creation of a positive health and safety culture to safeguard the health, safety and wellbeing of yourself and others. Understand your health and safety responsibilities and lead on compliance with council policy and procedures

Competencies and other requirements

We use the following criteria below to assess your suitability for the role; please refer to the recruitment & selection column to establish at which stage the criteria are assessed. Requirements assessed at the 'Application' stage represent the minimum essential requirement for shortlisting purposes

Behaviours	Recruitment and selection
<p>Working together You understand and focus on customer needs and work well with colleagues and partners</p> <ul style="list-style-type: none"> • You understand and are attentive to the needs of your customers • You listen to the views of others and seek them out • You support and show consideration for others • You work well with colleagues and partners and acknowledge the different ideas, perspectives and backgrounds of others • You are committed to the protection and safeguarding of children, young people and vulnerable adults • You share information and expertise with others • You are honest, you respect and you build relationships of trust • You share your achievements and acknowledge the achievements of others 	
<p>Personal responsibility You take responsibility for your work, your environment and your development</p> <ul style="list-style-type: none"> • You are trustworthy and reliable • You pay attention to your own health, safety and wellbeing and that of others • You acknowledge errors, report them as appropriate and play your part in addressing them • You appropriately challenge unhelpful behaviour • You seek feedback and review your own contribution • You are open to change and improvement • You take responsibility for your development • You are enthusiastic about and take pride in your work 	
<p>Resourceful You apply expertise, solve problems and make improvements to deliver good customer outcomes</p> <ul style="list-style-type: none"> • You plan and organise your work and manage your time effectively • You gather relevant information, analyse it and make timely informed decisions in the course of your work • You are flexible and adaptable • You respond constructively to change • You demonstrate financial awareness relevant to the job you do • You use your initiative and are creative in problem solving • You deliver results and manage customer expectations 	

<p>Engaging leadership You create a healthy and engaging work environment by building trusting and supportive relationships, encouraging development, recognising achievement and tackling underperformance</p> <ul style="list-style-type: none"> • You give clear direction, you delegate appropriately and you provide a supportive environment in which team members can learn, grow and take responsibility • You take opportunities to influence and contribute to strategic planning and development • You help your team to understand how their work contributes to what the Council is trying to achieve • You create opportunities to interact personally with all members of your team, you actively encourage team members to share their views and concerns and you give feedback on the outcome • You take time to understand the strengths of your team and you encourage and support their development • You coach your team to fulfil their potential and recognise individual and team achievements • You identify and effectively address your responsibilities for people, finance, performance and change management 	
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Knowledge, skills & experience	Recruitment and selection
Relevant degree level qualification or equivalent, and a relevant professional qualification in social work, and registration with the relevant professional body/council, Exceptional candidates with equivalent experience may be considered.	
Significant experience of leadership within a local authority or other organisation of comparable scope and complexity with the ability and leadership qualities to work across organisational boundaries to good effect	
Ability to articulate a clear vision for effective service delivery in accordance with the principles of Integrated Care, and how to improve and transform outcomes	
A proven record of successful change management, delivering new working policies and practices alongside cultural and structural change	
Experience of successful budget management within tight financial limits in a complex organisation	
Demonstrates an up to date knowledge and understanding of the law, government policy, legislative and inspection frameworks and best practice at a senior management level	

Exceptional improvement skills, including process analysis, performance management and risk management in order to ensure the development and application of appropriate business improvement solutions and efficiencies	
Experience of giving advice to, building relationships and working effectively with senior management, elected members and/or Board members, partners to achieve improved outcomes	
Successful track record of achieving equality of opportunity in both employment and service delivery	

Other requirements	Recruitment and selection
This position is subject to a criminal records disclosure check	Enhanced
This is a politically restricted position	NO
Willingness to participate in an out-of-hours rota	
The role-holder must exercise satisfactory travel mobility in order to fulfil the obligations of the role. For those journeys where an alternative form of transport is unavailable or impracticable the role holder will be required to provide a suitable vehicle	