

JOB DESCRIPTION

1. JOB DETAILS

Job Title:	Head of Wellbeing and Recovery
Responsible to:	Director of Health and Social Care Partnership
Responsible for:	Wellbeing, Mental Health, Learning Disability and Drugs and Alcohol, Senior Management Team
Location:	East Ayrshire

2. JOB PURPOSE

The post holder will provide vision, leadership and have operational responsibility for the delivery and strategic development of Wellbeing, Mental Health, Learning Disability and Drugs and Alcohol while working collaboratively with the Partnership Senior Management Team to achieve the objectives of the Health and Social Care Partnership (HSCP).

The post holder will lead the development of the strategic vision for the organisation and medium and long-term planning for the achievement of operational success across the whole HSCP agenda. This includes responsibility for corporate and strategic planning, including leading the development of East Ayrshire HSCP Strategic Plan and the Wellbeing priority of East Ayrshire Community Plan 2015-30. In fulfilling this role the post holder will significantly contribute to the development of NHS Ayrshire and Arran's Strategic Plan and modernisation agenda, Caring for Ayrshire, and Annual Operating Plan.

In particular objectives include:

- Delivery of all aspects of strategic and operational planning and lead, develop and deliver a comprehensive performance management system for the HSCP.
- Delivery of local and national outcomes through a strategic commissioning approach.
- Seek to achieve healthier, happier, resilient, longer lives for individuals and communities, mitigating poverty, vulnerabilities and inequalities.
- Promote approaches which are rights based, enable a voice, learn from lived and living experience, built around families, relationships and self-directed support.
- Empower individuals and communities, designing services around place with multi-disciplinary, multi-agency working.
- Delivering services which are safe, compassionate, high quality and continuously improving across Wellbeing, Mental Health, Learning Disability and Drugs and Alcohol.

- Transforming health and care services to maintain a focus on health of the population and preventative approaches and ensuring this is incorporated in service and corporate plans.
- Taking a lead role in workforce planning in relation to mapping service change, defining the required workforce, sourcing availability and implementing solutions for the Wellbeing and Recovery service area.
- Delivering quality, effective and responsive care that is personal to the individual in directly delivered, commissioned and partnership provided services.
- Achieving employee and community influence, engagement and ownership.
- Delivering on the public protection agenda for the HSCP.
- Developing and fostering good working relationships with other Chief Officers of the NHS and Local Authority.
- Leading strong and meaningful cross department engagement at local, regional and national level on the implementation of the National Care review (known as The Promise), and associated 10 year implementation plan.
- Leading strong and meaningful engagement at local, regional and national level on the implementation issues such as National Care Service, mental health, suicide prevention and drug deaths.
- Leading on the development of trauma aware, informed and responsive practice across the service area.
- Developing place based approaches that align to Caring for Ayrshire and maximise opportunities afforded by the Ayrshire Growth Deal and community wealth building.
- Promote, deliver and integrate the Council and NHS key objectives; specifically in relation to the Community Plan, Shared Commitments, Single Outcome Agreement and Best Value.

3. DIMENSIONS

The post holder will have direct management and supervision responsibility for senior managers across the following areas of activity.

Services managed within this post will include:

- Mental Health Services
- Learning Disability Services
- Drugs and Alcohol Services
- Adult placement services
- Day services
- Respite/short break provision
- Health improvement services
- Housing support services
- Self Directed Support Services
- Wellbeing, Planning and Performance:
 - Strategic Planning
 - Locality Planning
 - Commissioning
 - Performance Reporting
 - Housing Strategic Liaison
 - Health Improvement
 - Financial Inclusion Strategy
 - Thinking differently

- Self Directed Support Strategy
- Technology Enabled Care

This post is directly responsible for:

Budget: £60M

Employees: 339

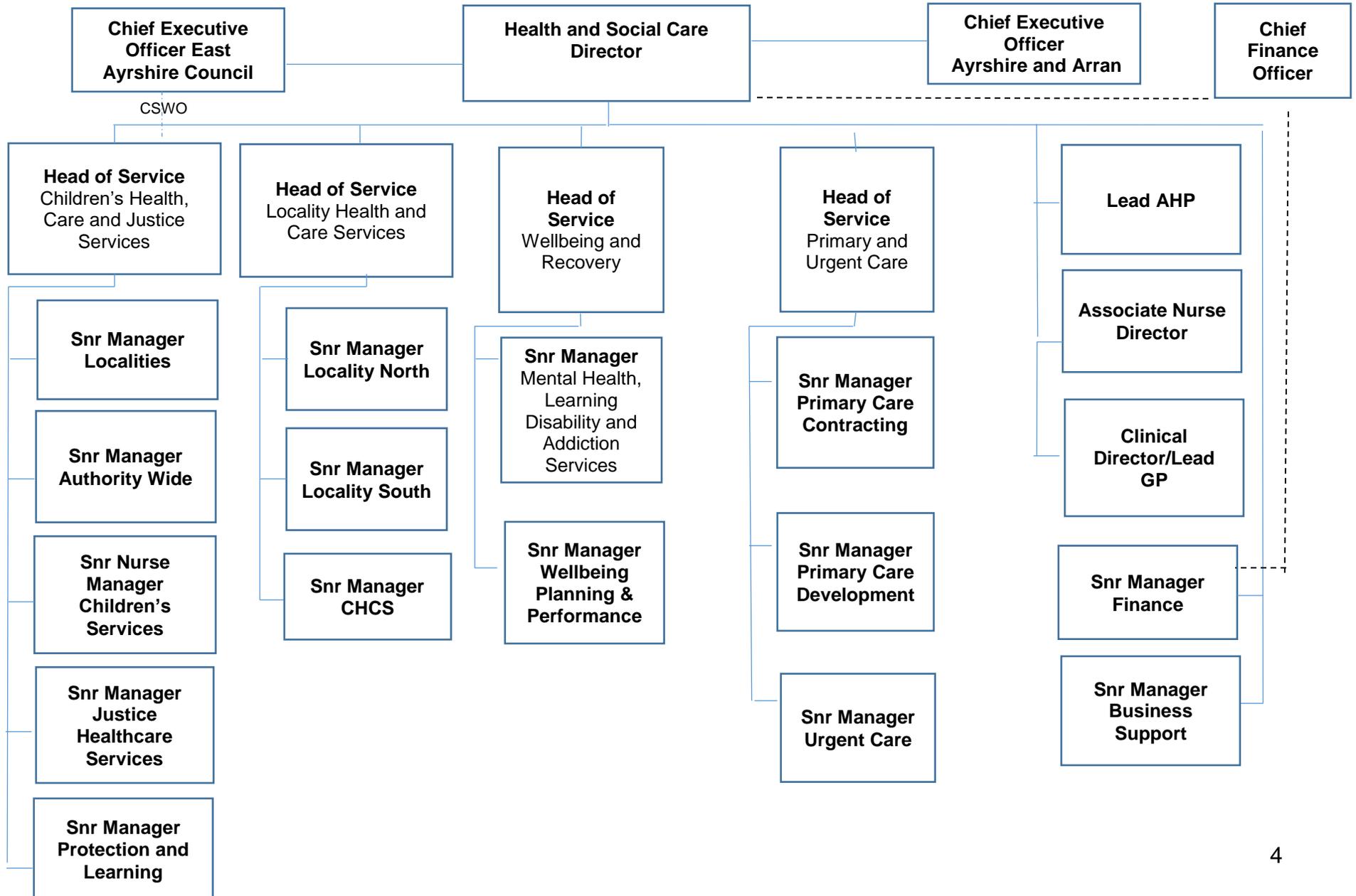
4. CHIEF SOCIAL WORK OFFICER

The post holder **may** be the Chief Social Work Officer for a HSCP. If this was to be the case the post holder would require to be a CSWO and have a line of accountability to the Chief Executive of the Council and will fulfil the following functions:

- Undertaken the role of “Proper Officer” of the Local Authority in relation to Social Work functions.
- Promote values and standards of professional practice, including relevant national standards and provide a clear statement of expectation of social service workers and employers (consistent with the SSSC Codes of Practice) as agreed with the Chief Executive and elected members.
- Work with Human Resources (or equivalent support function) to ensure that all social service workers meet the minimum requirements of their regulatory body.
- Support and provide advice to managers in maintaining and developing high standards of practice and supervision.
- Ensure that only registered Social Workers undertake those functions reserved in legislation or are accountable for those functions described in guidance.
- Ensure that there are effective governance arrangements in place to manage the complex balance of need, risk and civil liberties in accordance with professional standards.
- Ensure the provision of appropriate advice on corporate workforce planning and quality assurance including safe recruitment practice, probation/mentoring arrangements, managing poor performance and promoting continuous learning and development for employees.
- Oversee the quality of practice learning experiences for social work students and effective workplace assessment arrangements in accordance with the SSSC Code of Practice for Employers of Social Service Workers.
- Ensure that detailed case reviews are undertaken into all critical incidents either resulting in, or which may have resulted in, death or serious harm.
- Take final decisions on behalf of the Local Authority in relation to a range of Social Work matters including adoption, secure accommodation, guardianship and other statutory decisions as required.
- Prepare reports for the Chief Executive and Elected Members providing independent comment where necessary.
- Prepare an annual report to the Local Authority on all statutory, governance and leadership functions managed by the role.
- Ensure that appropriate care governance systems are in place for Social Work.

*****THIS POST WILL NOT CURRENTLY UNDERTAKE THE CHIEF SOCIAL WORK OFFICER ROLE*****

EAHSCP MANAGEMENT STRUCTURE



5. ROLE OF DEPARTMENT

The purpose of the service is to:

- In partnership with stakeholders, develop East Ayrshire HSCP Strategic Plan and the Wellbeing priority of East Ayrshire Community Plan 2015-30 and with Heads of Service implement plans for the transformation of services on a cross system basis consistent with the Community Plan, NHS Ayrshire and Arran's Caring for Ayrshire and Covid-19 Remobilisation Plan.
- Drive the Wellbeing agenda across the HSCP and Council, seeking to achieve healthier, happier, resilient, longer lives for individuals and communities, mitigating poverty, vulnerabilities and inequalities.
- Deliver planning and performance support for a multitude of complex organisation plans and strategies and Best Value Reviews involving a wide range of stakeholders – Communities, Health and Social Care Partnerships, Acute Services, Local Authorities, Third Sector staff, and the Scottish Government.
- Lead and support senior management to drive forward a HSCP integrated approach to strategic developments both within the organisation and with key partners in Health and Social Care.
- Work with the Senior Leadership Group to influence, support and facilitate cultural and behavioural change throughout the organisation which will be crucial to the success of the agenda.
- Manage local NHS Community Health and Local Authority Social Care services, including commissioned services (see dimensions).
- Improve the health of the population and close the inequalities gap.
- Deliver integrated health and social care services.
- Achieve strong local accountability through involvement of the community, people who use services, family carers, community organisations and local Councillors.
- Working closely with other Heads of Service and Corporate Heads on critical projects and strategic aims of partners.

6. KEY RESULT AREAS

- Provide high level expertise and understanding of strategic planning, leading the development of the strategic vision for the East Ayrshire HSCP Strategic Plan and the Wellbeing priority of East Ayrshire Community Plan 2015-30
- Key challenges will be to ensure that plans for services:
 - Effectively integrate within the HSCP and align with the East Ayrshire Council's wider Community Plan, NHS Ayrshire and Arran's Caring for Ayrshire
 - Ensure effective Community, Third Sector and Staff engagement and support in the modernisation of service delivery across the HSCP
 - Evolve to meet changing political, economic, social, technical, legal and environmental requirements.
- As a member of the Senior Leadership Group, lead the creation of the HSCP's long-term strategic plan and deliver the agreed outcomes as set out within the Outcome Agreement.

- Ensure robust performance management across the Strategic Plan, Service Improvement Plans as well as support the Director with the production of statutory annual reports.
- Implement an Outcomes Approach to develop effective Strategic (Commissioning) Plans following national guidance and in collaboration with Director and Heads of Service for the HSCP ensuring compliance with local and national requirements and timescales to improve service delivery and outcomes for the partnership population.
- Devise, develop and implement locality planning arrangements in accordance with the requirements placed on HSCP working with a wide range of stakeholders, and ensure this is linked with the Partnership's Strategic Plan.
- Identify priority areas for action by analysis of local and national data in the context of the legislative agenda and drive local policy development to address these in the short, medium and long-term.
- Provide operational leadership in respect of Wellbeing, Mental Health, Learning Disability and Drugs and Alcohol Services on behalf of the HSCP.
- Establish an effective Management Team and ensure links with other HSCP sectors, the Strategic Planning Group, Acute Division, GP Practices, Housing Services, registered social landlords, wider local authority services and community, service and voluntary groups, in respect of adult services.
- Establish effective working arrangements with specialist mental health and drugs and alcohol services provided by North Ayrshire HSCP as lead partnership and inform the development of commissioning specifications
- Ensure the delivery of high quality services which meet required standards of practice and governance.
- Assume a substantial role in the HSCP Senior Leadership Group.
- Ensure that services work effectively with other Council departments and other parts of the NHS and the wider Community Planning Partnership.
- Manage services within required legislative, policy and performance frameworks, with particular reference to the NHS and Local Authority Standing Orders and Financial Regulations, taking appropriate corrective action as appropriate.
- Take a lead role in the HSCP for policy, planning and service delivery for Wellbeing, Mental Health, Learning Disability and Drugs and Alcohol Services.
- Ensure that the Codes of Conduct, accountability and principles of Clinical, Corporate and Staff Governance are promoted to ensure required standards are met.
- Ensure that appropriate systems and processes are in place to enable services to meet the requirements of, and demonstrate achievements in Clinical, Corporate and Staff Governance, through monitoring, performance management and evaluation. Ensure these standards are maintained and further developed.
- Ensure the development of Wellbeing, Mental Health, Learning Disability and Drugs and Alcohol Services operational plans are in accordance with the corporate objectives of the HSCP, and monitor performance in accordance with the Performance Assessment Framework, taking appropriate corrective action as necessary.
- Ensure that effective management and organisational arrangements are in place to implement decisions of the HSCP. Lead and manage employees in accordance with appropriate policies and procedures and the requirements of Staff Governance.

- Ensure that resources within the service are allocated in accordance with the HSCP plan and that expenditure is managed within the financial standards of both the NHS and Local Authority.
- Establish and implement risk management that will ensure a proactive and co-ordinated approach to both clinical and non-clinical risks.
- Promote professional and personal development amongst staff by ensuring that effective performance management systems are in place which provide development opportunities, enhance performance motivation, and facilitate skill utilisation and flexibility.
- Promote and where necessary lead the identification, development and implementation of Service Redesign Projects creating new ways of working or organisation or service change to meet the health needs of the population.
- Where appropriate deputise for HSCP Director within departmental and corporate and national governance structures.

7. ASSIGNMENT AND REVIEW OF WORK

Reporting to Director, the post has an extensive level of autonomy to deliver Wellbeing, Mental Health, Learning Disability and Drugs and Alcohol Services in the HSCP. This includes strategic leadership for development and delivery of HSCP adult social work and social care services, mental health, drugs and alcohol and learning disabilities services, thinking differently service and financial inclusion team as well as overall strategic planning and performance for the HSCP.

Review of performance is undertaken through the HSCP Performance Management systems that includes individual performance review and achievement against organisational objectives.

8. COMMUNICATIONS AND WORKING RELATIONSHIPS

The post holder will have key relationships with Members of the IJB, local councillors and other elected representatives, as well as senior officers of NHS, the local authority and other partnerships including the Alcohol and Drugs Partnership, Drug Death Action Plan Group and the Recovery Network.

Extensive communication is required with all levels throughout the HSCP, particularly key managers, clinicians and staff; trade unions and staff representatives, the local community, and other stakeholders within the HSCP.

The postholder will require to maintain and build external relationships with the other HSCP senior teams, independent contractors within primary care, public health, managers and clinical staff of Children's Services, Locality Health and Care and the Acute Services Division and local authority colleagues.

In addition there will require to be links with universities and colleges, and representative organisations of public, patients, carers and the media, from time to time.

Critical will be the development of relationships with a range of external regulatory and inspection bodies including; Care Inspectorate, HIS, SSSC and HPS.

Driving team working is an integral requirement to taking forward the HSCP agenda.

9. MOST CHALLENGING PART OF THE JOB

The development and management of a fully integrated health and social care service which retains an ability to fulfil the individual agency accountability for statutory functions, resources and employment issues.

The post holder works in a continually changing environment with increasing financial constraints. A major challenge will be balancing the competing operational and strategic requirements of the job with the demands of accountability and stakeholder interests. This post holder will work closely with the Director and Senior Leadership Group colleagues to determine and lead the changes the HSCP needs to make in order to deliver its strategy and those of partner organisations. This may involve challenges, both internally and externally.

Managing a high risk and high profile service subject to statutory requirements and external drivers e.g. outcome and performance targets, and managing demographic and demand pressures within financial resource.

Leading the delivery of initiatives to align with national priorities with a significant political profile, eg implementation of Medication Assisted Treatment (MAT) standards and Drug Deaths Task Force priorities.

Challenging health and social inequalities within the local population whilst engaging in a complex community planning process and engagement with a variety of agencies and organisations.

The establishment and maintenance of meaningful communication and engagement with local communities, people who use services, Primary care contractors including GP practices aimed towards them having influence on decision making and service redesign and improvement.

10. QUALIFICATIONS AND/OR EXPERIENCE SPECIFIED FOR THE POST

The post holder should be educated to Masters Degree level or equivalent e.g. Degree with significant experience at senior management level within a large complex organisation, preferably within the NHS or Local Authority. In addition to be able to demonstrate continuing professional and personal development.

The post holder should be able to demonstrate integrity, effective leadership and management skills, evidencing successful delivery of service transformation, financial management and tackling inequality.

A detailed and clear understanding of the challenges around the drug death crisis, treatment and recovery options, and opportunities to drive demonstrable change in this area.

The ability to develop and maintain effective, positive relationships with key partner organisations providing a positive role model for partnership, relationship and conflict management.

The role requires a clear understanding of NHS and Local Authority policy, service agenda and the ethos of self-directed support and co-production.

Skills in the development of and contribution to, policy, planning and service delivery locally and across East Ayrshire and Ayrshire and Arran.

Experience in a leadership role with a responsibility for policy, planning and service delivery is required, with particular emphasis on performance management and evaluation techniques.

11. DISCLOSURE

In line with the Rehabilitation of Offenders Act 1974 (Exclusions and Exceptions) (Scotland) Order 2003, the HSCP requires you to declare all convictions defined as 'unspent' in terms of the Act as the post is classified as an 'excepted post'.

Prior to any offer of appointment you will be required to undertake either a Standard or Enhanced Disclosure check.

12. POLITICALLY RESTRICTED POSTS

This post is politically restricted in accordance with the Local Government and Housing Act 1989. Accordingly, in accepting this appointment, you will be disqualified from becoming or remaining a member of a Local Authority, the Scottish Parliament, the European Parliament or from undertaking certain political activities as defined in regulations introduced from time to time by the Secretary of State for Scotland.

A copy of the Council's Policy on Politically Restricted Posts will be made available to the post holder.

13. COMPETENCIES

The recruitment, selection, performance management and personal development processes are underpinned and managed within a competency framework of knowledge, skills and behaviours.

The job holder will be expected to evidence knowledge, skills and behaviours as described within the Competency Framework.

14. GENERAL

The duties and responsibilities contained within this job description should be regarded as neither exclusive nor exhaustive as the job holder may be required to undertake other reasonably determined duties commensurate with the level and grade of the post without changing the general character and nature of the post.

The job description may be subject to revision, depending on the future needs of the post and the organisation, following appropriate consultation.