

JOB DESCRIPTION

JOB TITLE	Co-Director for Adult Social Work Services, Community Services and Intermediate Care Services
BAND	8D
DIRECTORATE	Adult Community and Older Peoples Services, and Allied Health Professionals
REPORTS TO	Director, Adult Community and Older Peoples Services, and Allied Health Professionals
ACCOUNTABLE TO	Director, Adult Community and Older Peoples Services, and Allied Health Professionals

Job Summary

The Co-Director will be responsible through the Director for the development and delivery of a complex range of community and hospital based services.

The Co-Director will have an agreed designated role within the divisional collective leadership team, and work in partnership with the Divisional Nurse, Chair of Division and Divisional Social Worker to lead all aspects of the Division.

The Co-Director will lead the strategic planning, co-ordination and integration of the services across the Division and between Divisions and the wider health and care system.

The Co-Director will provide leadership and have responsibility for staff teams and budgetary management for services managed including all consultant clinical, social work and social care services.

The Co-Director will be responsible, where relevant, for the commissioning of independent sector services including the provision of

an effective quality and safety assurance framework capable of delivering person-centred flexible personalised services.

He/she will provide leadership and have responsibility for staff and budgetary management for services managed, including all consultant, clinical, clinical support, social work and social care staff.

He /She will contribute to corporate and clinical governance for services and ensures legal compliance in the provision of these services.

He/she has a corporate role, as a member of the Directorate's Senior Management Team, deputising for the Director and contributing to shaping and achieving the Trust's overall objectives.

Key Duties & Responsibilities

Setting Direction, Policy and Service Development

- To support the Director in the development, implementation and delivery of the Trust's Divisional and Directorate strategies, ensuring integration with corporate strategy and service delivery priorities.
- To provide leadership to staff within his/her service, in line with Directorate and Corporate objectives, harnessing and maintaining the support and commitment of staff under their control, ensuring multi-professional working across sites and locations.
- To represent the Trust and relevant services in regional and national policy forming groups involving service review, innovation and design.
- To be responsible for proposing, drafting and amending, where appropriate, interpretation and implementation of policies, guidelines and Service Level Agreements (SLAs) that may impact upon the services within their control.
- To develop and maintain effective working relationships with other senior colleagues to ensure achievement of Directorate and Trust objectives.

Service Delivery

- To be responsible and accountable for all services provided within the post-holder's span of responsibility in the Directorate.



- To deliver all services in a way that enhances multi-disciplinary working and professional integration.
- To ensure the co-ordination of multi-disciplinary teams to deliver high quality and equitable services to the Trust's population and lead the effective and efficient deployment of all resources to achieve all relevant financial and access targets.
- To lead and manage complex and difficult situations with staff and stakeholders within major service change programmes for successful outcomes.
- To ensure the most efficient and effective use of all available resources in meeting all Ministerial and HSC Board targets.
- To work closely with relevant stakeholders to ensure an integrated approach to the planning, delivery and redesign of hospital and community services in line with regional strategy.
- To actively promote the development of clinical and professional networks regionally across Trusts.
- To ensure that there is effective engagement with the community and staff in identifying population health and well-being needs, with a focus on reducing inequalities and promoting equity.

Quality, Safety and Governance

- To ensure that the needs of patients, clients and their carers are at the core of the way the Trust delivers services, are integral to Service Delivery Plans and that all resources are effectively deployed to meet those needs.
- To provide assurance of the safe delivery of services to patients and clients within area of responsibility through effective risk management and quality assurance systems in compliance with the Trust's policies and procedures.
- To direct investigations and responses to complaints, incidents and claims within their service area in line with Trust policy and procedure.
- To lead/chair RCA/SAI/disciplinary investigations in respect of other Trust services, as required.
- To ensure compliance with all professional regulatory and requisite standards and the discharge of statutory functions.
- To be accountable for performance and patients and client safety within own area of responsibility.

- To lead all quality initiatives, such as Investors in People Safety Quality Belfast, across the Directorate.
- To provide assurance that research is conducted in line with regulatory standards and Trust policy.
- To work closely with research bodies to ensure that opportunities to integrate transitional research into service delivery to improve patient outcomes is maximised within the financial framework and budgetary limits.

Strategic Planning, Development and Innovation

- To lead on the development and implementation of delivery plans in line with regional strategies, Ministerial and HSC Board priorities.
- To ensure that the Service Strategies encompass research, development and innovation to identify, develop and promote best practice.
- To work closely with commissioners and relevant stakeholders to secure their commitment to and involvement in the implementation of planning initiatives and targets.
- To facilitate the co-ordination and integration of services provided by the Trust to ensure a holistic approach to health and social care.
- To draw from experience and expertise in other organisations and countries, through effective benchmarking, to develop and improve services for patients and clients.

Communication, Information Management and Collaborative Working

- To lead on the co-ordination of information and documentation from their areas and provide reports for Trust Board, Accountability Reviews, the Director and other Directors, as required, identifying progress against plans and achievement against the Management Plan, in line with Priorities for Action and the Trust Performance Management Framework.
- To engage and communicate with media, elected representatives and the public, as required, promoting and representing the service.
- To provide, analyse and present highly complex, sensitive and contentious information on service issues to a wide range of internal and external stakeholders in formal settings.

- To be accountable for the management of all data sources, records and information systems within area of responsibility in line with statutory requirements acting as the Information Asset Owner (IAO).
- To be responsible for general and specialist information/data systems, ensuring they support and accurately reflect the clinical activity in their area of responsibility.
- To provide all appropriate returns and reports as required by statutory bodies such as DHSSPS, HSCB, RQIA, NIMDTA etc.
- To undertake detailed benchmarking analysis/comparative work within the HPSS, the NHS and externally to assess the positioning and efficiency of the services within area of responsibility.
- To work in collaboration with other statutory and voluntary agencies in order to ensure optimum overall co-ordination of service delivery.
- To develop appropriate communication channels with service users to maximise their involvement and contributions to service planning, design and evaluation.
- To develop and maintain good working relationships with external stakeholders including QUB, DHSSPS, HSCB, RQIA and NIMDTA etc.
- To work closely with GPs, the Local Commissioning Group and other independent contractors in the integrated delivery of services.

Performance Management

- To ensure that robust performance management arrangements are developed and implemented within their area of responsibility to deliver government targets as well as transformational development of the organisation.
- To work with staff to secure a focus on the delivery of annual key performance indicators and targets, through effective performance monitoring and management.
- To advise and report to the Director and other Directors on all aspects of performance reports against targets, identifying any risks to the plans and taking corrective action, where necessary.
- To build effective working relationships with the HSCB on all service commissioning, service delivery and performance management issues.

Financial and Resource Management



- To be accountable for the delivery of commissioned activity and planned income, maintaining control of expenditure, improving value for money and ensuring continued service development for the area of responsibility.
- To manage the Co Directorate budget and ensure the delivery of agreed financial, service activity and access targets. Total budget £ 190m and responsibility for 2220 staff.
- To lead and/or participate in contract and service level negotiations with commissioners.
- To lead the development of capital investment strategies within the service, ensuring these reflect and contribute to meeting targets set by the HSSA and the Trust's Corporate Plan.

People Management

- To provide clear and strategic leadership to staff within the service, to ensure the Trust has a highly skilled, flexible and motivated workforce to provide high quality primary, secondary and tertiary care.
- To lead the development and implementation of performance development for staff and workforce modernisation initiatives for the Trust, demonstrating progress on the redesign of existing roles.
- To lead and support a culture of effective team working, continuous improvement and innovation.
- To ensure full engagement of all professional staff working in multi-disciplinary teams.

Corporate Management

- To contribute to the Trust's corporate planning, policy and decision making processes as a member of the senior management team and ensure the Trust's objectives and decisions are effectively communicated both internally and externally.
- To develop and maintain effective working relationships with other Co Director colleagues, Directors, Senior Clinicians, Service Managers etc. to ensure the achievement of Trust objectives and the effective functioning of the Senior Management Team.
- To establish collaborative relationships and networks with key stakeholders in the public, private and voluntary sectors to ensure the Trust effectively discharges its functions.

- To contribute to the Trust's overall corporate governance processes to ensure its compliance with public sector values and codes of conduct, operations and accountability.
- To lead by example in practicing the highest standards of conduct in accordance with the Code of Conduct for HSC Managers.

General Management Responsibilities

- Participate in the Trust's Personal Contribution Framework and review individually, on a regular basis, the performance of immediately subordinate staff. Provide guidance on personal development requirements and advice on and initiate, where appropriate, further training.
- Ensure that the review of performance identified above is performed for all levels of staff within their area of responsibility, in accordance with Trust Board's policy.
- Maintain good staff relationships and morale amongst the staff reporting to them.
- Where appropriate, review the organisational plan and establishment levels and ensure that each is consistent with achieving objectives and recommend change, where appropriate.
- Delegate appropriate responsibility and authority to the level of staff within his/her control consistent with effective decision making, whilst retaining responsibility and accountability for results.
- Participate, as required, in the selection and appointment of staff reporting to him/her in accordance with procedures laid down by the Trust.
- Take such action as may be necessary in disciplinary matters, in accordance with procedures laid down by the Trust.
- Promote the Trust's policy on Equality of Opportunity through his/her own actions and ensure that this policy is adhered to by staff for which he/she has responsibility.

GENERAL RESPONSIBILITIES

Employees of the Trust will be required to promote and support the mission and vision of the service for which they are responsible and;



- At all times provide a caring service and to treat those with whom they come into contact in a courteous and respectful manner.
- Demonstrate their commitment by their regular attendance and the efficient completion of all tasks allocated to them.
- Comply with the Trust's No Smoking Policy.
- Carry out their duties and responsibilities in compliance with Health and Safety Policy and statutory regulations.
- Adhere to Equal Opportunities Policy throughout the course of their employment.
- Ensure the on-going confidence of the public in service provision.
- Comply with the Code of Conduct for HSC Managers.

In addition to the duties of your post there are additional duties that all employees of the Belfast Trust are expected to carry out. A summary of these can be found [here](#).

PERSONNEL SPECIFICATION

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DIRECTORATE	Director, Adult Community and Older Peoples Services, and Allied Health Professionals

Notes to applicants:

1. You must clearly demonstrate on your application form under each question, how you meet the required criteria as failure to do so may result in you not being shortlisted. You should clearly demonstrate this for both the essential and desirable criteria.
2. Shortlisting will be carried out on the basis of the essential criteria set out in Section 1 below, using the information provided by you on your application form. Please note the Trust reserves the right to use any desirable criteria outlined in Section 3 at shortlisting. You must clearly demonstrate on your application form how you meet the desirable criteria.
3. Proof of qualifications and/or professional registration will be required if an offer of employment is made – if you are unable to provide this, the offer may be withdrawn.

ESSENTIAL CRITERIA

SECTION 1: The following are **ESSENTIAL** criteria which will initially be measured at shortlisting stage although may also be further explored during the interview/selection stage. You should therefore make it clear on your application form whether or not you meet these criteria. Failure to do so may result in you not being shortlisted. The stage in the process when the criteria will be measured is stated below.

Factor	Criteria	Method of Assessment
Qualifications/ Registration /Experience	A university degree or relevant professional qualification and to have worked for at least 3 years in a senior	Shortlisting by Application Form

	<p>management role* in a major complex organisation**</p> <p>OR</p> <p>Worked for at least 5 years in a senior management role* in a major complex organisation**</p>	
	<p>Have delivered against challenging performance management programmes for a minimum of 3 years, meeting a full range of key targets and making significant improvements***</p> <p>Have worked with a diverse range of stakeholders, both internal and external to the organisation, to achieve successful outcomes for a minimum of 3 years.</p> <p>Have successfully demonstrated high level strategic and people management governance and organisational skills for a minimum of 2 years</p> <p>Have experience of financial management and budgetary control in a major complex organisation**</p>	Shortlisting by Application Form & Interview
<p>SECTION 2: The following are ESSENTIAL criteria which will be measured during the interview/ selection stage:</p>		
Skills / Abilities	<p>Ability to make and take decisions after analysis of options and implications.</p> <p>Good communication skills (written, oral, presentational and interpersonal) with the ability to communicate effectively with all levels of staff. Ability to work as team member. Ability to provide strategic direction and leadership.</p>	Interview

	<p>Ability to provide and receive, convey and present highly complex, sensitive and/or contentious information to large groups, responding openly to questions to ensure full understanding and engagement.</p> <p>Ability to multi-task and continue to function to a high standard when under pressure. Ability to communicate well and liaise with people at all levels within and outside the Trust.</p> <p>Determination, drive to succeed, perseverance, and resilience.</p> <p>IT literacy (proficient in MS Word, Excel, PowerPoint, etc).</p>	
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Definitions; please delete any not used:

**"senior management" is defined as experience gained at Director, Assistant Director, or Service Manager or equivalent in a major complex organisation;

Or

**"major complex organisation" is defined as one with at least 200 staff or an annual budget of at least £50 million and involving having to meet a wide range of objectives requiring a high degree of co-ordination with a range of stakeholders;

***"significant" is defined as contributing directly to key corporate objectives of the organisation concerned.

The successful applicant may be required to travel throughout Northern Ireland, the United Kingdom, the Republic of Ireland, and elsewhere. They should therefore have access to a form of transport that will permit them to meet the requirements of the post in full and be prepared to travel as required.

SHORTLISTING

A shortlist of candidates for interview will be prepared on the basis of the information contained in the application form. It is therefore essential that all applicants demonstrate through their application how and to what extent their experience and qualities are relevant to this post and the extent to which they satisfy each criterion specified.

Candidates who are short-listed for interview will need to demonstrate at interview that they have the required leadership behaviours to be effective in this demanding leadership role together with extensive relevant experience as listed above. The leadership behaviours concerned are given in the NHS Healthcare Leadership Model and the Belfast Health and Social Care Trust's Leadership and Management Strategy (obtainable on the Trust's website).

- Leading with Care
- Sharing the Vision
- Influencing for Results
- Engaging the Team
- Evaluating Information
- Inspiring Shared Purpose
- Holding to Account
- Developing Capability
- Connecting our Service

Further information on the NHS Healthcare Leadership Model can be obtained from the website:

<https://www.leadershipacademy.nhs.uk/resources/healthcare-leadership-model/>

All staff are expected to display the HSC Values at all times

What does this mean?



Working together

We work together for the best outcome for people we care for and support. We work across Health and Social Care and with other external organisations and agencies, recognising that leadership is the responsibility of all.

What does this look like in practice?

- I work with others and value everyone's contribution
- I treat people with respect and dignity
- I work as part of a team looking for opportunities to support and help people in both my own and other teams
- I actively engage people on issues that affect them
- I look for feedback and examples of good practice, aiming to improve where possible.



Excellence

We commit to being the best we can be in our work, aiming to improve and develop services to achieve positive changes. We deliver safe, high quality, compassionate care and support.

- I put the people I care for and support at the centre of all I do to make a difference
- I take responsibility for my decisions and actions
- I commit to best practice and sharing learning, while continually learning and developing
- I try to improve by asking 'could we do this better?'



Openness & Honesty

We are open and honest with each other and act with integrity and candour.

- I am open and honest in order to develop trusting relationships
- I ask someone to help when needed
- I speak up if I have concerns
- I challenge inappropriate or unacceptable behaviour and practice.



Compassion

We are sensitive, caring, respectful and understanding towards those we care for and support and our colleagues. We listen carefully to others to better understand and take action to help them and ourselves.

- I am sensitive to the different needs and feelings of others and treat people with kindness
- I learn from others by listening carefully to them
- I look after my own health and wellbeing so that I can care and support others.