

**JOB DESCRIPTION**  
**HEAD OF DIRECT PROVISION**

**JOB NUMBER:**

**JOB TITLE:** Head of Direct Provision

**SECTION:**

**DIVISION:** Adult Services

**LOCATION:** Merton Civic Centre

**RESPONSIBLE TO:** Director of Community and Housing

**RESPONSIBLE FOR:** Specific unit managers of Residential, Day Services, Supported Living, Extra Care Supported Housing, Telecare and an Employment Team.

**GRADE:** MG1

**DATE:** April 2011

**MAIN PURPOSE**

The post holder has responsibility for the delivery of a range of day services, a supported living service, residential homes and a Telecare service providing quality services to Merton residents. To lead and develop the provision of high quality residential, day care and assistive technology services for adults in line with the principles of personalization and self-directed support, including where appropriate in conjunction with health and other partners.

To ensure that all services meet national minimum standards, local specifications and deliver value for money.

To ensure that services become 'market orientated' so that they can be purchased on an individual basis in line with the Putting People First agenda; developing other markets as appropriate.

## **MAIN DUTIES & RESPONSIBILITIES**

To lead and develop the provision of high quality residential, day care and assistive technology services for adults in line with the principles of personalization and self-directed support, including where appropriate in conjunction with health and other partners. Influence the emerging social care market in a strategic manner and ensure that Direct Provision is well placed to serve the means of the local population and enhance the reputation of the Council.

To effectively manage staff across all sections of Direct Provision, taking responsibility for performance management, sickness absence and disciplinary matters. As Head of Service, take decisions, including dismissal as required to ensure that corporate policies and procedures with regard to staffing are followed. Demonstrate that targets such as sickness absence, management of vacancies etc are achieved. Ensure that staff are motivated, trained, developed and managed effectively to ensure the highest standards of service delivery. Engage constructively with staff at all times, particularly with regard to key issues such as achieving savings targets and developing alternative delivery models.

Effectively manage the Direct Provision budget, ensuring that each part of the service maintains control and spends the allocated resources effectively. Actively participate in identifying, agreeing and achieving savings targets in line with Council requirements. Act to ensure that the management of Direct Provision acts strategically to achieve the aims of the wider Council.

To develop the structures, systems, policies and procedures necessary to support effective service delivery, ensuring that layers of management are as lean as possible.

To lead the strategic modernization of provider services, ensuring robust strategic planning and remodeling frameworks are in place. Demonstrate an ability to produce options to enable a move from a traditional in-house service to an alternative delivery model if agreed by the Council. Produce evidence based options to influence CMT and the full Council and inform the decision for future developments.

To assume delegated accountability for exercising the legal powers and duties for the management of residential provision, day care, and assistive technology, ensuring that they operate efficiently, effectively and in line with national standards. Serve as the Responsible Person for CQC purposes for all provider services.

To lead on Safeguarding Adults for provider services, including being part of the Vulnerable Adults Strategic Team (VAST), Merton's senior multi agency body. Demonstrate a clear commitment to ensuring the highest standards of care and support for all customers. Ensure that all systems are in place, robust and regularly reviewed and that all concerns are raised and acted upon promptly and in line with Merton and Pan London procedures. Lead any investigation as required.

To ensure that services become 'market orientated' so that they can be purchased on an individual basis in line with the Putting People First agenda; this will include provision of clear information about unit costs, services that can be purchased, etc.

To work in close partnership with the Head of Access and Assessment and the Head of Commissioning to ensure the effective planning, delivery and monitoring of high quality and cost effective services for adults. Demonstrate an ability to review and tailor services to meet changed levels and types of demand.

To develop marketing strategies for 'selling' services, including on an individual basis and with other organizations. Produce workable and transparent budgets with clear unit costs for each part of the service. Demonstrate an ability to engage on a commercial basis with other providers; produce business plans and effective contracting to ensure that services are traded on a viable basis. Enhance the internet presentation of Direct Provision services.

To lead on the development of effective partnerships with voluntary sector and other providers to increase the range of day opportunities; arrange and monitor contracts and service level agreements with partners.

To lead the relationship between LBM and residential and housing partners with regard to in-house services, including contract management. Take responsibility for monitoring and review of contracts, ensuring that all areas of maintenance, health and safety and tenants rights have clear and positive outcomes.

To develop and promote close working relationships with health and other key partners to deliver integrated models of service delivery. Ensure the integration of PCT staff into Merton via TUPE transfer and successful management of this staff group on an ongoing basis.

To lead on the management of transport provision across all adult services, including changes to services, which will result in a more flexible and cost effective provision. Ensure that key strategic decisions are taken with regard to areas such as eligibility for transport, charging and choice of transport provider. Manage the political dimension of a revised transport policy.

To attend user and carer forums on a regular basis, promoting the service, explaining wider council issues, and consulting on both strategic direction and specific developments of the services.

To ensure LBM and PCT governance arrangements are upheld in joint services, updating policies and procedures as needed and liaising with key stakeholders in the Council and the PCT. Ensure that all staff are kept informed and updated of all changes to procedures.

Where appropriate, to plan, procure and oversee any capital refurbishment and modernization for the council's in-house provision to ensure the delivery of high quality care.

### **Other**

To be a member of the adult services senior management team. Represent the Director as required at internal and external meetings, including CMT. Contribute to the strategic development of the Council; attend Merton 2015 Board.

To be responsible for specific staffing and operational budgets as determined, ensuring that financial processes and reporting requirements are adhered to.

To develop and embed a performance culture that delivers results through rigorous challenge, disciplined execution and continual improvement, ensuring that resources are targeted on business priorities and meeting customer needs.

To lead provider services liaison with Health and Safety and maintain the risk register. Lead Provider arm of the Councils Emergency Procedures, ensuring a full contribution to the 24/7 corporate responsibilities. Be a member of the Senior Management emergency duty rota.

To provide advice and guidance in the investigation and resolving of complaints of a serious and sensitive nature within adult services, including advising the Director of Community and Housing, the Executive Director of the PCT and elected members.

To provide advice and guidance to elected members and PCT non executives and attend appropriate committees.

To represent the LBM and PCT at external or internal meetings as required.

To be responsible for ensuring the Council's Equalities and Diversity policy is adhered to in relation to staff and the general public, ensuring that staff are fully aware of the policy and put it into practice.

To be responsible for ensuring that the Council's aims regarding customer awareness are achieved.

**LONDON BOROUGH OF MERTON**  
**COMMUNITY AND HOUSING DEPARTMENT**  
**PERSON SPECIFICATION**

**POST TITLE: HEAD OF DIRECT PROVISION**

**Grade: MG1**

**Date: April 2011**

**1. Knowledge**

- A thorough understanding of the Putting People First agenda and the principles of Self Directed Support
- An understanding of operating services within a competitive market environment
- A good understanding of the needs and aspirations of Community Care customers and their carers.
- Detailed understanding of the legislative frameworks and statutory requirements relating to the adult social care sector

**2. Skills**

- Able to develop effective working relationships with colleagues across local authority, PCT, NHS Trust, voluntary sector partners and other agencies.
- Able to work effectively with service users and families
- Able to critically analyse and interpret service data and synthesize information from different sources
- Good organizational skills, planning and prioritizing own work
- Flexible and creative approach to problem solving
- Effective people management skills
- Able to lead diverse/interagency staff teams
- High level written and oral communication skills
- Demonstrate commitment to equality and diversity issues in both service provision and employment practices

- Ability to successfully manage budgets in a demanding financial context
- Able to define and lead the processes/changes required to get services in a position to be purchased by individuals

**3. *Experience***

- Significant experience of managing adult social services which is likely to include residential and day care services
- Track record of leading transformational change in a complex organizational environment
- Extensive experience of strategic planning and service delivery within local or central government, with demonstrable and proven record of achievement in same
- Experience of having worked at a senior level in a political environment, skills in understanding and responding to different perspectives and taking a cross-organisational perspective
- Working across local authority, NHS and voluntary sector interfaces to achieve effective service integration

**4. *Qualifications/Training***

- Educated to degree-level or equivalent in a relevant subject, or equivalent by experience

Community & Housing  
Job Description

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