

# Senior Leader Post Specification

## Post Specification - Key Information

- **Post Title:** Assistant Director of Quality, Resources, Transformation and Integration
- **Date:** 14/07/2025
- **Tier Level:** Tier 3, Level 2

## Purpose of this Post

As a member of the council's Senior Leadership Team, the role holder will influence, develop and contribute to the leadership and direction of the Council to help shape and develop a high performing, efficient, enabling and fair Council. The role holder leads the substantial and complex function of Adult Social Care Quality, Resources, Transformation and Integration with a comprehensive and wide-reaching depth of expertise across the functions.

The role holder will translate the Council's strategy and corporate plan into a specific strategy for quality improvements across Adult Social Care Operations and Care Services enabling the residents and communities of Westmorland and Furness Council (W&F) to thrive and flourish.

The role holder will be shaping the 'what' and 'how' across the directorate, defining what the objectives are, and what closely relates programmes of activity will be required to deliver excellent ASC services for the W&F residents and communities.

The Assistant Director of Quality, Transformation, Resources and Integration will work with system transformation leaders, including the NHS, to identify shared priorities and develop strategic plans that will drive integration, reduce duplication and make best use of all available resources to address system pressures and improve outcomes for patients and residents.

The role holder will be the lead for major change programmes, quality improvement, transformation and integration across a workforce of over 1,250 people, and an annual net budget of around £70m and a revenue budget of over £130m.

## Key Job Specific Accountabilities

- Be an active member of the Adult Social Care (ASC) Senior Leadership Team, supporting the Senior and Corporate Leadership Team to shape and develop an innovative, ambitious and inclusive new Council that drives improvements for ASC, health and third sector across Westmorland and Furness through an ambitious and successful function that is integrated across the Council and wider systems.
- Work with the Director of Adult Services to translate Council strategy and corporate plans into an ambitious, major strategic transformation programme of work, with the purpose of driving cross organisation and cross sector innovation to achieve a new model for W&F ASC that will improve outcomes and increase efficiency. Responsible for ensuring the programme aligns with the overall Delivery Framework for the council, wider outcomes frameworks, legislation, regulations and best practice locally, regionally and nationally, supported by appropriate partnership governance from across two NHS Integrated Care Systems.
- Support the realisation of the wider benefits of transformation presented by Local Government Reorganisation, as set out in the Case for Change, including the promotion and development of opportunities for the provision of integrated public services.
- Deputise for the Director of Adult Services as required.

- Be the Caldicott Guardian, responsible for protecting the confidentiality of people's health and care information and ensuring that it is used properly.
- To ensure effective and robust safeguarding and quality assurance policies and procedures are in place for adult social care services, continuously reviewing the effectiveness of working methods across multi-agency partners and playing a key leading role in the range of regulatory inspections to which Adult Services are subject to make sure every adult can Live, Work and Thrive in W&F. Work with the Cumbria Safeguarding Adults Board to ensure effective coordination and connection of approaches with statutory partners.
- Responsible for providing leadership and direction to a diverse portfolio of teams with a total of 75-80 employees in the Service, including:
  - The Principal Social Worker (PSW) statutory function and associated requirements as enshrined in the Care Act with responsibility for the professional practice for Occupational Therapy, Approved Mental Health Practice, Best Interests, Continuing Health Care, and Section 117 Mental Capacity Act
  - Deprivation of Liberty Safeguarding service
  - Advance Practice Leads, ensuring appropriate management and quality oversight and their compliance to the standards set out in the national regulations for the role.
  - Continuous improvement and quality assurance
  - Client Affairs
  - Workforce Development Lead Service Manager and ASC On boarding Team
  - Workforce Relations and Improvement Lead
  - Care services development, transformation, assurance and support
  - Business support and administration
  - Matrix management responsibility for corporate leads supporting ASC, covering Transformation, Commissioning, Communications and Programme Management
  - Senior Responsible Owner (SRO) for the Promoting Independence Wellbeing Programme (PIWP), representing Adult Services on the Change Delivery Board that reports directly to the Chief Executive Officer of W&F Council.
- Chair the ASC Financial Efficiencies Board and proactively lead monitoring and action planning to identify future opportunities for efficiencies and deliver ASC MTFP savings, in order to ensure the financial sustainability of ASC.
- Represent W&F Council as Chair of the Lancashire and South Cumbria ICB Digital Steering Group driving digital integration, improved performance, increased efficiencies and enhanced workforce and resident experience.
- Ensuring ASC Quality function enables the most efficient and effective use of resources across adult services and the wider system to represent excellent value for money, managing functional budgets and ensuring services are continuously reviewed to see if they can be improved and delivered in a more cost effective streamlined way.
- Lead by example to instil a culture of collaboration and co-production, developing and implementing whole system strategies to deliver excellent, inclusive services and improved ways of working.
- Lead and support the stabilisation and improvement of existing services, processes and staffing structures, pending Corporate Enabling Services within the council readying to support transformation.
- Senior leading role for the range of regulatory inspections to which ASC operations and care services are subject, including the council's readiness work for the Care Quality Commission's Assurance Framework. Responsibility for driving and embedding a care quality assurance approach and leading on setting the standards for delivery and quality of adult operational and care services. Lead officer for practice based reform and continuous improvement through management of audit and assurance of adult service by externally inspectorates e.g. CQC.

- Senior Officer responsible for ASC associated local, regional and national returns, surveys, customer and political feedback, identifying themes, good practice and opportunities for improvement that can be translated into learning to inform service planning, development and practice.
- Lead the development and implementation of the ASC Quality and Resources function's strategy and priorities (with Corporate Strategy Team), plans, objectives, systems and processes to delivery council priorities, ensuring they meet internal and external reporting requirements, comply with external legislative and regulatory framework.
- Responsible for the ASC change fund budget of c£1m which will support the timely recruitment of short term resources required for the PIWP, the preparation of business case(s) for larger investment-led projects and transformational change.
- Responsible for shaping, designing and leading integrated working with the NHS and other partners, and for identifying and responding to new initiatives and changes in legislation and government policy, maintaining a high level of professional expertise and utilising professional networks to maintain a sound awareness of relevant law, policy and regional and national developments, ensuring it informs local policy and practice.
- Responsible for driving forward at pace the development and implementation of accurate, effective performance reporting, to inform the narrative of ASC and service planning in W&F and wider integrated system planning.
- Act and operate corporately across the Council area, building relationships of trust and breaking down organisational barriers to further the transformation and integration of ASC and health services.
- Work with the Cabinet and the relevant Member portfolio holder as the Council's expert on quality, integration and transformation within Adult Social Care, to provide advice, guidance, clarity and insight into functional delivery and performance.
- Identify trends and developments in ASC, anticipating future issues, promoting innovative and creative new approaches that illustrate an understanding of the 'system wide picture', and positively challenging current thinking to deliver an outstanding experience for all of W&F. Promote high standards of achievement against corporate and service specific performance indicators.
- Enable staff to be imaginative and innovative, collaborating and co-producing with stakeholders across departmental and organisational boundaries to co-design inclusive joined-up services that are efficient, effective and meet the requirements of residents and communities.
- Ensure that people who use services are closely involved to put outcomes (both personal and community) at the heart of care planning, decision making and service planning, removing barriers.
- Inspire, motivate and develop functional leaders and staff, to design and implement new asset based ways of working that will support the creation of a modern, compassionate, learning culture that enables staff to perform at their best and deliver excellent services. By working in this way we will retain and attract the best talent for the Council.
- Foster and cultivate long term constructive relationships with a range of stakeholders at both a local, system, regional and national level, to position W&F at the centre of relevant networks and be at the front for opportunities from new government initiatives and funding opportunities, therefore delivering the best outcomes for the residents of W&F.
- Provide leadership in risk management, emergency response and business continuity both corporately and as part of ASC directorate, being available for response rotas as required.

## Knowledge / Skills / Experience required

- A seasoned system leader with a breadth of understanding of all areas that the role covers, including health and social care integration, financial sustainability and a proven track record for building strong relationships to influence and deliver transformational programmes of change across the Social Care, NHS and VCSFE Sector.
- A comprehensive and wide ranging depth of expertise across the directorate is required to develop medium-term and annual business plans, taking account of the external health and care system.
- Significant experience of shaping ASC strategy and objectives, covering a range of services and activities that have shared objectives.
- Experience of partnership working with the NHS in developing integration and collaboration projects or programmes to ensure optimum provision of services.
- Knowledge and significant experience of managing major projects is essential, as is a sound understanding of the way in which Local Authorities, particularly ASC, work, together with experience of leading wide scale change and innovation.
- The proven ability to bring innovation and best practice, and the energy to motivate individuals and teams through the change process, will be essential requirements.
- Experience of leading a function or department within a complex and diverse organisation.
- In-depth understanding of regulations/legislation, statutory requirements and best practice within the ASC arena and the wider sector, with a thorough understanding of national and local government developments, policy, and emerging trends.
- Able to use leadership skills to build an understanding of the agendas or motivations of others in order to keep them positively engaged.
- Able to foster an innovative mind-set 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.
- Strong organisational and political acumen, with the ability to work with elected Members and interest groups to build consensus and shape services.
- Degree and post graduate qualifications (or willing to work towards a post graduate qualification if not already gained) in relevant disciplines, and/or leadership and management qualifications, relevant professional registration with demonstrable continuing professional development.
- Experience of creating long lasting relationships and being able to work across departmental and organisational boundaries to collaborate with and influence key stakeholders, building support for ideas and initiatives behind the scenes to support the implementation of solutions across other public bodies, government, the private sector and the third sector.
- Excellent commercial acumen and financial management skills.

## 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

### **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.

**Ensures Accountability**

Holding self and others accountable to meet commitments.

**Optimises Work Processes**

Knowing the most effective and efficient processes to get things done, with a focus on continuous improvement.

**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.

**Builds Effective Teams**

Building strong-identity teams that apply their diverse skills and perspectives to achieve common goals.