

<b>Job title</b>	<b>Head of Home First and Integrated Reablement Services</b>		
<b>Reports to:</b>	Area Director		
<b>Grade:</b>	SM	<b>Salary:</b>	Up to £72,406 per annum
<b>Hours per week:</b>	37	<b>Location:</b>	Ipswich based, countywide travel

## Main purpose of the job

### Home First Service

The Home First Service provides domiciliary care in individual's homes seven days a week for extended hours, this includes short term enablement planning and delivery, functional assessment and ongoing care when this cannot be provided by local homecare providers (Provider of Last Resort). The service includes an out of hours service.

The Home First Service is essential to providing customers with information on personal budgets, direct payments, digital care and community services and supports living independently and safely at home.

This is a key senior management post within the Adult and Community Services Directorate, you will be at the forefront of developing, communicating and implementing new approaches to reablement to drive ongoing organisational and system change. To do this you will have strong staff, project and change management skills, excellent communication skills and a proven ability to manage large numbers of senior stakeholders, complex programmes and tight deadlines.

The main purpose of the role is:

- To be accountable for and lead the HomeFirst Reablement Service
- In conjunction with the ACS Directorate Management Team (DMT), and in line with the strategic direction set by the Council's Corporate Leadership Team (CLT), set the strategic direction for the county-wide reablement service
- To act as the senior officer within the Authority on issues relating to reablement, establishing a sound knowledge base and providing strategic and operational advice and guidance in response to legislation and key national/regional/local policy drivers to SCC and partners, including Health
- Be accountable for providing operational oversight, strategic direction and leadership of change and transformation programmes for Home First. This includes integrating with the three health and care systems, delivering efficiency and savings targets and embracing opportunities for using digital care and other technology to improve services
- To lead directorate programmes and projects to establish modern and robust approaches to reablement that ensure the well-being of customers
- Take a strategic lead on the development of integrated reablement services with Health and other partners
- Ensure that the service embeds the principles of signs of safety and develop close working relationships with social care teams, the domiciliary care market and broader health and care system, to obtain the best outcomes for the people of Suffolk.
- To promote and maintain strong leadership networks that motivate and support partners and staff in the delivery of new and innovative approaches to reablement

- Implement legislative changes
- You will be effectively promoting Suffolk County Council's vision, objectives and priorities to your staff, our partners, and the public and inspire others by role modelling our organisational values at all times. You will promote a culture of value for money, customer focus and continuous improvement.

### **In this role you will be expected to deliver:**

This is a key leadership role that is responsible for a county-wide service that is integral to the delivery of social care and health. The post holder will:

- Lead the reablement service to ensure delivery of a high performing countywide service, ensuring the service is rated as at least 'good' by CQC and compliant with all appropriate legislation, standards, guidance, policy and agreed procedures.
- Provide strategic leadership and expert level advice and support to ADs on issues of reablement and recovery of independence. Develop strong practice working with the senior management community and social work teams.

Embed the Reablement ethos across Adult and Community Services and identify opportunities to expand the service, decide the best way to make the change, gain the support of ACS and partners for the new approach and ensure any changes add value to the customers journey and promotes independence and wellbeing.

- Lead on the robust management and review of performance systems to ensure the service remains high quality.
- Be the strategic lead of a modern care service that embraces the opportunities that come from using technology well, including digital care.
- Lead on the delivery of approved financial and budget plans, including efficiency and saving targets which avoids duplication, creates better use of resources and streamlines the service.
- Lead on the management of the £8.2m service budget, including strong systems to track use of resources, funding and efficiency.
- Take a lead role in the development and implementation of operational and transformational plans and strategies for adult care services, including being the strategic lead in identifying opportunities to expand and strategically develop the Reablement offer across Adult and Community Services.
- Take the strategic Leadership of agreed project/development work across the service, in collaboration with appropriate colleagues and relevant parts of the system.
- Use a range of highly developed communication, influencing and negotiation skills with partners and stakeholders in a variety of forums and meetings in order to gain support and buy-in for new approaches to reablement
- Ensure arrangements for employment models, recruiting, training and developing Home First staff to ensure a high-quality workforce, despite the challenges of the employment market and an aging workforce.

- Identify opportunities for Home First to work better within the three health and care systems across the county. Ensure that these opportunities are taken in a way that maintains a strong countywide service ethos but allows different implementation in the different areas.
- Be the strategic lead for developing and delivering robust methods of collecting customer feedback and ensuring that where appropriate, the service design is co-produced with customers and carers.
- Deliver a service that sees itself as a partner to social work teams, community and hospital-based nursing and therapy teams and care agencies to ensure that customers receive a seamless experience of care to all service users.
- Possess an expert level understanding of legislation relating to reablement services, alongside the ability to translate how legislative requirements will impact on the service, partners and customers
- Take the lead role in the development of strategies and plans with partners, for the improvement of the reablement service and translate these into change programmes for delivery by the Grade 8 Deputy and Transformation Manager
- Represent ACS and Suffolk County Council at local, regional and national meetings relating to reablement.

## The team:

Home First provides short-term assessment and reablement care and support service to people living in their own homes. Home First acts as the Provider of Last Resort for long term care provision across Adult and Community Services (ACS). Assessment and short-term support services may be required following a stay in hospital, an illness or crisis at home or to help avoid an admission into hospital. This service which is registered with the Care Quality Commission works closely with health teams and other partners across the health and care system.

### Key Relationships.

- Reports to the Area Director with the strategic lead for reablement
- Line management and leadership of 4 Registered CQC Managers and Grade 8 Deputy and Transformation Manager.
- Leadership of 400 Home First staff including Occupational Therapists, Team Leaders, Assessors, Reablement Support Workers and Business and Finance Administrators.
- Works with Area Directors and the social work and service development and contract management teams across 3 geographical locations in Suffolk and with the Learning Disability and Autism teams.
- Care Quality Commission - as the CQC Responsible Individual for the Service.
- Health and wider partners within the integrated health and care systems across the three ACS areas
- Home care providers – to ensure effective customer transfers
- ACS Business Continuity teams and ensure business continuity for Home First Service

## Person Profile: what you will bring to the team:

### Qualifications and Professional memberships

- A relevant professional qualification and/or registration in Social Care, Health or other relevant field.
- Evidence of continued professional development
- A management qualification and/or equivalent experience.
- Considerable expert-level experience in a reablement managerial role

### Specialist knowledge skills and experience

- Proven experience of leading and developing CQC registered services to meet CQC national minimum standards
- Comprehensive understanding of legislation and national policy framework for provision of reablement services
- In-depth knowledge and understanding of the major issues facing local government and the specific challenges facing Adult and Community Services.
- Expert knowledge of the principles and benefits of 'reablement' and associated 'care services
- Experience of working in partnership arrangements particularly with health service partners.
- A record of successful resource management, budget management, monitoring and control of the performance of human, financial and physical resources in a large complex/political organisation organisation.
- Excellent standards of numeracy that enable an understanding and effective management of financial resources
- Detailed understanding of the wide range of professional roles and disciplines that contribute to the protection, wellbeing and care of vulnerable adults
- Experience of co-production and community and service user engagement.
- Demonstrable evidence of leading a large-scale community based Reablement operational service.
- Standards of literacy enabling the ability to understand and critically analyse complex written material
- Proven ability to provide quality information in a range of formats which is influential to a range of stakeholders
- Proven success in service development and effective performance management
- Proven experience of effective resource management
- Proven experience of ability to adopt a collaborative approach through effective partnership working at a senior level
- Proven ability to assess and manage risk, set clear priorities and manage competing demands
- Demonstrable evidence of high performance and achievement in a reablement-related role at a senior level
- Demonstrable evidence of having successfully delivering major service improvements, driving associated cultural change to embed the improvements
- Evidence of leading a large reablement service
- Experience of involvement in implementing I.T. systems for a service
- Evidence of harnessing the strengths and talents of people at all levels, in order to support them to realise their full potential and achieve common goals
- Evidence of successful multi-partner negotiations which have had a positive impact on public service delivery

## **Interpersonal & Communication Skills**

- Proven ability to manage the operational implications of an organisational change programme
- Proven leadership qualities and interpersonal skills at a senior level
- Proven ability to hold and clearly articulate a strategic vision for the development of a critical service
- Proven ability to identify key strategic priorities and to motivate the workforce to work towards achieving them
- Proven ability to influence, persuade and encourage staff and colleagues within different contexts
- Proven ability to clearly articulate a clear sense of direction and management expectations
- Proven ability to work collaboratively with a management team and with colleagues from a wide range of professional disciplines
- Proven ability to motivate colleagues and develop their professional capability
- Proven ability to provide written material through reports and correspondence clearly and coherently
- Proven ability to present written material to a range of audiences
- Proven ability to elicit, evaluate and take account of a wide range of views including those of customers, families and partners
- Ability to deputise for the Assistant Director in officer and elected member forums as required Evidence of providing sound professional advice to and building effective and productive working relationships; in particular having the self-confidence and perspective to facilitate open and honest relationships with senior stakeholders, partners, agencies and staff
- Evidence of effective engagement with a range of partners and stakeholders.
- A track record of demonstrable success in stakeholder engagement

## **Values and Personal Qualities**

- A passion for improving the lives of people who access our services
- A strong commitment to helping people to live as independently as possible
- Ability to remain calm in stressful situations
- Ability to create a vision for the wider team and to engage people in working together to deliver against the vision
- Evidence of demonstrating resilience under pressure
- Evidence of demonstrating a strong commitment to the equality and diversity for both staff and customer groups.
- Evidence of demonstrating a high degree of integrity
- Experience of managing a large mixed and geographically dispersed staff group.

## **Additional requirements**

- Take responsibility for continuous professional development, promoting and supporting a range of development opportunities for employees.
- Ability to travel around the county and work flexible hours
- To take part on a rotational basis to the out of hours on-call rota
- 7 day working flexibility required
- An enhanced DBS check is required for this role
- A full, clean UK driving licence is required
- Police vetting is required
- Frequent travel across the county to attend meetings is required



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**Key values and behaviours linked to our ASPIRE values:**

**Achieve – we are the best we can be**

- ✓ I give and accept constructive advice and feedback
- ✓ I continually strive to improve by reflecting, learning and developing
- ✓ I know what is expected of myself and other people

**Support – we work as one team**

- ✓ I share my learning, information, knowledge and resources
- ✓ I listen to and learn from other people
- ✓ I offer, give and accept help

**Pride – we take pride in and are proud of what we do**

- ✓ I look for opportunities to promote council services and those of our partners
- ✓ I celebrate success and take pride in my achievements and those of other people
- ✓ I look for opportunities to enhance the reputation of the council and our partners

**Inspire – we model the ASPIRE values**

- ✓ I keep promises
- ✓ I create solutions and encourage innovation
- ✓ I bring passion, energy and drive to my work

**Respect – we give and earn respect**

- ✓ I treat people as equals, and promote equality and value diversity
- ✓ I see things from the perspective of other people and value their opinion
- ✓ I am open and honest

## **Empower** – we empower, encourage and motivate people

- ✓ I embrace and adapt to change
- ✓ I have the freedom to act and challenge
- ✓ I am accountable, make decisions and take responsible risks