

**BON ACCORD CARE
JOB PROFILE**

| 1 Job Details | |
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| Job Title: | Head of Delivery and Development |
| Job Profile No: | |
| Service: | Bon Accord Care |
| Grade: | CO3 |
| Version Date: | March 2022 |

| 2 Job Purpose |
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| <p>Working within the culture, ethos and philosophy of BAC, and working with the Managing Director the postholder will:</p> <ul style="list-style-type: none"> • Be responsible for the overall performance and development of all BAC service provision. • Lead and coordinate the delivery of BAC's ambitious and transformative strategic plan. • Lead and motivate all staff to create a high performing and inclusive culture to ensure high quality, effective and safe services centred around the needs of the people we support and their families. • Act as an ambassador for BAC in the locality and nationally. • Work with commissioners and providers to grow and develop the right services for service users and their families. • Formulate, set and deliver the strategic direction and development of the services. • Be responsible for growing statutory income to ensure the financial sustainability of the services. • Formulate an annual operational plan consistent with the agreed strategy, putting service users first in delivering high quality services • Develop clear integrated operational management structures required to deliver our ambitions toward integrated health and care services. • As a senior leader, be expected to provide input on a range of wider health and social care related issues locally and nationally. • Lead the design and introduction of integrated systems of governance, finance reporting and performance and will be accountable to the MD, BAC board and Aberdeen Health and Social Care partnership for delivery |

| 3 Reporting Relationships |
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| <p>Reporting to the Managing Director as a member of the Executive Leadership Team within BAC.</p> <p>Key working relationships:</p> <ul style="list-style-type: none"> • BAC Board • Service Management Teams • Trades Unions • AHSCP and ACC leads <p>Direct reports: Care Home Operational Lead</p> |

4 Outcomes

The post holder will be expected to:

Leadership

- Ensure the service's financial and budget activities are managed efficiently and effectively.
- Ensure there is effective service delivery through appropriate setting of service level agreements, auditing and evaluation procedures.
- In conjunction with the Clinical and Governance Director, ensure compliance with all relevant statutory legislation.
- Conduct and direct investigations or hearings to resolve complaints and violations of BAC policies and procedures, liaising with all stakeholders, including the internal Clinical Quality Team, People Team and external bodies such as commissioners, regulators and service users and their families.
- Ensures the MD is kept fully informed and regular meetings are maintained.
- Establish departmental responsibilities and co-ordinate consistent service delivery across services.
- Prepare and present reports concerning activities, expenses, budgets and other items with regards to services provided and development.
- Develop and implement strategies for the delivery of services taking into account anticipated developments in the external environment and to influence those developments where possible.
- Determine operational priorities and review functional activities across the services to ensure effective deployment of employees and all other resources.
- Determine the budgets and long-term financial plans required within the Service and to contribute to those plans for the overall Directorate.
- Communicate complex and potentially contentious information in a way that is tailored to meet the needs of a variety of audiences. This includes provision of advice and guidance to the Board and its Committees on all aspects of the services provided.
- Develop long term plans for the Service's physical or information resources, including tendering where required, ensuring that all the resources required to achieve the overall aims of the organisation are in place.
- Be responsible for leading and delivering high quality, safe and statutorily compliant Adult Health and Social Work / Social Care Services.
- Deliver and support the management of KPIs as per contractual obligations.
- Drive a culture that embraces open communication, ambition, innovation, future-thinking and external focus, ensuring BAC remains strategically relevant for the future.
- Provide and prepare reports to the Board and its committees.
- Contribute to the development and implementation of the current BAC Plan and, with senior finance colleagues and budget holders,
- Provide strategic leadership to the BAC Plan, working with teams to lead the development of strategic and business planning within BAC, bringing a wide-ranging understanding of care service delivery to help reach every family ensuring an inclusive and creative process.
- Work with members of the SLT to ensure relevant governance frameworks are adhered too.
- Lead the development and implementation of the Service Annual Business Plan, ensuring linkage to the organisational 5-year strategic plan.
- Horizon scans local opportunities to develop services and generates greater income from existing service lines.

- Use sector expertise to seek out opportunities to develop the service, working closely with commissioners and other providers.
- Develop SMART team objectives and monitor, evaluate and review the team's progress in meeting objectives
- Officially represent BAC to external stakeholders and funders
- Lead an effective and engaged workforce, including volunteers, ensuring that succession and personal development plans are in place.
- Ensure at all levels the need for confidentiality of information and that information and records are stored for safekeeping according to policy, data protection and the shared information protocol, which observes Caldicott principles.
- Responsible for the monitoring and ownership of key strategic and departmental risks and for ensuring that the appropriate risks are updated and reported in line with BAC's organisational policy for risk management
- Responsible for coaching staff, adhering to and monitoring compliance with the BAC Health and Safety Management Policy and associated procedures and co-operating with BAC in complying with its legal duties Information Governance
- Work effectively with multi-disciplinary and multi professional colleagues, adopting a personalised approach in all aspects of care

Governance / Quality / Risk

- Promote an open reflective and learning culture where staff share best practice, are supportive of each other's learning journey and when needed, are empowered to challenge inappropriate behaviour and unsafe practice using appropriate organisational processes
- Support the development and use of KPIs in order to monitor and evaluate the effectiveness and outcomes in relation to the provision of care.
- Escalate any unacceptable risk for inclusion on the risk register as appropriate.
- Establish a culture of continuous improvement and professional excellence.
- Participate in the Second On-Call rota.

5 Knowledge and Experience

The post holder needs to be able to demonstrate experience and a clear understanding of:

- Managing and leading complex statutory health and care services.
- Significant operational experience across health, social work or related areas with demonstrable understanding of the roles, remit and parameters within which health and social work currently operate.
- Managing consultation forums and working with trade unions and staff-side, ideally within the context of partnership.
- Managing a demanding client base.
- Risk analysis and management.
- Key drivers in a business area and working in partnership with key stakeholders to measurably improve service delivery.
- Engagement philosophies and leading complex negotiations.
- Setting strategy in a complex organisation.
- The role of BAC Board Members and the decision-making structures within the Council.
- Working in and managing adult and older people's services.
- Relevant national and local government developments and the wider public sector in general.

- The statutory, regulatory, strategic and key operational issues relevant to the specific post.
- Shaping and developing services via commissioning and partnership working.
- All statutory legislation and National Practice models relevant to adult social work and adult health and social care.
- Business drivers and the external environment.
- Organisational change management philosophies, tools and techniques
- Proven extensive experience in:
 - Strategic policy development and implementation.
 - Managing strategic partnerships.
 - Service improvements.
 - Successful budgetary management and control.
 - Developing integrated services.
 - Working with Board members and other similar stakeholder groups.
- Underpinning philosophy beneath Integration and related understanding of legislation, regulations and guidance.
- Performance measurement and reporting – and ability to support the development of arrangements in an integrated future.
- External scrutiny processes.
- Partnership working with third and independent sector providers and ability to develop co-productive opportunities.

6 Job specific skills and competencies

The post holder is expected to demonstrate:

- An ability to assess business needs from multiple sources, producing high level summaries and recommending appropriate interventions.

Leadership & Managerial Skills

- Value Delivery Skills.
- Strong written and verbal communication skills and ability to tailor communications depending on the audience.
- Relationship, influencing and negotiation skills.
- Team working and team building skills.
- Strong customer focus skills and the proven ability to continually anticipate and exceed customer expectations.
- Political acumen in working with non-Executive Directors and Senior Executive colleagues in decision making and governance bodies e.g. NHS Board or Council Committee
- Strong presentational skills.
- The ability to engage and encourage staff and external partner participation in planning and delivery.
- The ability to support and facilitate transformational change utilising co-productive techniques.
- The ability to work across a complex landscape while maintaining enthusiasm, energy and commitment to change.
- Excellent record of achievement at senior management level in a complex, multi-functional organisation.

- High level of self-awareness, demonstrating strong emotional intelligence, and the ability to assess the implications of future decisions/actions.
- An ability to communicate effectively at all levels.
- A sound knowledge of Microsoft 365.

7 Organisational Values

The postholder is expected to display the following values:

Quality

- Ensure that the services offered are the best they can be.

Integrity

- Respect the dignity and diversity of all of our customers and staff and always uphold people's rights.

Service

- Communicate with and listen to our customers in order to deliver the highest standard of service.

Pride

- Demonstrate pride when working for Bon Accord Care.

Value

- Ensure services delivered give value for money and work efficiently.

Innovation

- Be open to new ideas and at the forefront of innovation in delivering care and enablement services

8 Requirements of the Job

The post holder needs to hold as a minimum:

- Educated to Post-Graduate level in a health-related or business discipline (or equivalent knowledge).
- Management and leadership qualification (or equivalent knowledge).
- Significant senior leadership experience.

9 General

In addition to the specific duties and responsibilities outlined in this job profile, all BAC employees should be aware of their specific responsibilities towards the following:

- To adhere to all health and safety and fire regulations and to co-operate with the organisation in maintaining good standards of health and safety.
- To uphold ethical and professional standards and not behave in a manner that is likely to bring the organisation into disrepute.
- Promote and sustain a responsible attitude towards equality and diversity within the organisation.
- Demonstrate a commitment to on-going registration requirements or any national professional or occupational standards associated with the role.
- Demonstrate a commitment to on-going learning and development and to participate in any training relevant to the role.

- Good working knowledge of BAC's aims and objectives through its core values and behaviours.

All employees are expected to be competent with the use of technology and information systems and understand their duties and responsibilities with regard to the appropriate use of personal data including sensitive personal data.

This job description is not exhaustive. It merely acts as a guide and may be amended to meet the changing requirements of the organisation at any time after discussion with the post holder.

10 Development

The post holder must have undertaken or be committed to undertaking the following within a specified period:

- undertake BAC Corporate Induction within 6 weeks of commencing employment;
- all ongoing registration requirements or national professional / occupations standards associated with the role.