

Role Purpose

Provide strategic leadership and direction to the delivery of operational adult social care services in a designated geographical area/s of Surrey. Ensure efficient operations and delivery of impactful services that significantly enhance adult welfare, health, and overall wellbeing. This includes Physical Sensory Impairment and Continuing Health Care responsibilities in the geography as well as Community Care Act assessments and reviews and operational safeguarding duties.

Champion and lead strategic initiatives in social care, leveraging specialised expertise to drive a culture of high performance and continuous improvement, elevating the quality of services provided and fostering innovation throughout. Drive and oversee operational transformation across social care services developing and refining services while fostering a culture of excellence and innovation.

Proactively advocate for excellence in adult social care practices within the council, emphasising personalised support that empowers individuals' strengths, preferences, and autonomy, focusing on outcomes that align with their choices and preferences, promoting independence and wellbeing.

Operating context

The Adults, Wellbeing & Health Partnerships directorate is on a significant transformation programme, with a focus on driving collaboration between the Council and Health in order to deliver our joint accountabilities to improve care and wellbeing outcomes to Surrey's adult population. A key focus is on independence, prevention and early intervention strategies, tackling inequalities and improving access to services.

The directorate has approximately 2000 employees comprised of the following services.

- Place based locality and hospital teams
- County wide services including Physical Sensory Impairment, Service Delivery and Client Financial Affairs
- Publish Health
- Adults Academy
- Integrated commissioning
- Transformation and integration
- Mental Health & Prisons
- Disability, Neurodiversity & Transitions

This role is accountable for leading an operational Place based set of social care services, working closely with colleagues across the wider health and social care system to proactively collaborate where it is in the best interests of the vulnerable adults receiving our care and support.

The postholder will line manage and oversee up to 7 Senior Managers that are currently in the locality teams for their area although there are planned changes to the AWHP operating model so this will be flexible and is subject to change. The postholder will also manage the hospital teams in their area.

They are accountable for a gross budget of £160m and will have a contributory budget accountability across the directorate of circa £475million.

Specific Role Accountabilities

Strategic leader for the directorate

1. Represent the directorate and the leadership team on a range of boards and bodies to provide representation and continuity of vision, direction and decision making in their absence. This includes Place Based Local Joint Commissioning Groups.
2. Provide advice and briefings on social care operations, challenges, new legislation and national requirements to the Council's political and corporate leadership founded on evidence and understanding of the national policy agenda and its implications for Surrey.
3. Represent Surrey in local, regional and national forums and influence the development of policy at all levels, and work with the Council's leadership to identify new opportunities for Surrey to take a leading role.
4. Foster and maintain collaborative partnerships with internal and external stakeholders, including social care partners and representatives, health partners, community organisations, and government agencies to enhance service provision and promote integrated care.

Strategic leadership of operational Place based social care services

5. Lead and manage locality based and hospital teams providing a range of adult social care services, ensuring that assessment and interventions are delivered at the right time, promote independence and improve outcomes for individuals and their families/carers.
6. Develop and execute strategic directorate plans aligned with the council's overall vision and strategic objectives to enhance the wellbeing and health services for adults with a focus on partnership, collaboration and prevention.
7. Work collaboratively at a strategic level with the other Directors, inputting to and shaping their work at Place and System level to facilitate a whole system and coordinated approach to our collaboration with partners.

Safeguarding and regulatory requirements

8. Lead and manage services that have the safeguarding of vulnerable adults as their key priority and ensure the council deliver quality services that provide opportunities for Surrey residents to enjoy a better quality of life and be protected from harm and injury.
9. Ensure delivery of the statutory obligations relating to safeguarding for areas of accountability and that safeguarding is actively promoted, understood and procedures followed to keep safe those most in need of protection and care in the designated location.
10. Ensure day to day operations are delivered with a continued focus on efficiency, quality and compliance with regulatory standards and statutory requirements to achieve optimal operational outcomes across social care services.
11. Ensure the effective delivery of service and practise standards across all the functions within the remit of the role to ensure quality and safeguarding within the directorate.

Service development and improvement

12. Drive continuous improvement initiatives, implementing best practices and innovations to enhance the quality and effectiveness of services provided. Promote and facilitate the integration of services across different departments and agencies, ensuring a holistic approach to adult wellbeing and health.

Risk Management and compliance

13. Own, oversee and manage risks associated with operational activities and implement measures to mitigate them, ensuring a safe and secure environment for the people who receive our services, their carers and families, and staff. Ensure compliance with relevant legislation, policies, and procedures, maintaining high standards of governance and ethical practice.

Performance Monitoring and Reporting:

14. Establish key performance indicators (KPIs) and benchmarks to evaluate the directorate's performance, regularly monitoring progress against set targets.

Budget Management:

15. Ensure effective budget management and deliver savings and operational efficiencies.

Leadership Accountabilities (Do not edit)

1. Lead by personal example and champion compassion and diversity, working inclusively with diverse stakeholders and delivering equitable services for residents that respect and value difference.
2. Lead and inspire staff and stakeholders, in line with the council's leadership values and accountability, promoting a culture of ambition, performance excellence and accountability aligned to public values and The Surrey Way.
3. Shape and deliver the council's guiding mission and strategic vision in collaboration with Cabinet, partners, and leadership to drive sustainable public service reform plans for the directorate and the organisation.
4. Innovate for efficient and dynamic future delivery models, proactively collaborating with others to improve outcomes for Surrey residents.

To operate effectively in this role, you will need: (Yellow are template edits / additions for review)

1. A professional qualification in social care, occupational therapy or other relevant health qualification and where applicable, appropriate professional registration.
2. Extensive and authoritative knowledge of legislation relevant to professional practice in Adult Social Care, i.e. Care Act, Mental Capacity Act, Data Protection Act, Human Rights Act etc. and Occupational Therapy.
3. Substantial senior management experience in a large and complex social care environment.
4. Substantial contextual understanding of the social, legal, financial, cultural and political environment in which the role operates across health and social care.
5. Detailed understanding of and commitment to addressing relationships and cultures of organisations that impact on the wider determinants of health and social care.
6. Substantial knowledge of social care policy, practice and delivery.

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7. Understanding of and commitment to equal opportunities and diversity in service delivery and employment including knowledge of the principles underlying anti-discriminatory and anti-oppressive practices.
8. Extensive knowledge of the operating context and issues facing local government and the wider economy as well as within the designated functional areas.
9. Demonstrable experience as an exemplary people leader able to provide visible and dynamic leadership and embed a culture of performance excellence and accountability.
10. Credibility and an authoritative and influential approach, able to collaborate across service and organisational boundaries to drive innovation.
11. To be politically astute at the highest level and able to work and deliver complex policy areas in a political environment.

Other requirements

12. Enhanced DBS
13. Politically restricted officer post.
14. On call – participate in an on call rota and be available if required to maintain key service delivery and in the event of a serious incident.

Reason for evaluation

BM Reference: BML-2025-015