

<p><b>Sarah Shatwell</b> Associate Director, Non-Acute and Social Care</p>	<p><b>Lesley Hutchinson</b> Assistant Director, Safeguarding &amp; Personalisation</p>	<p><b>Mike MacCallam</b> Associate Director, Learning Difficulties &amp; Physical Disability</p>	<p><b>Andrea Morland</b> Associate Director, Mental Health &amp; Substance Misuse</p>	<p><b>Corinne Edwards</b> Associate Director, Unplanned Care &amp; Long Term Conditions</p>	<p><b>Graham Sabourn</b> Associate Director, Housing</p>
<p><b>Commissioning Portfolio:</b></p> <ul style="list-style-type: none"> <li>Supported Living</li> <li>Early Intervention &amp; Prevention</li> <li>Advice, Information &amp; Advocacy</li> <li>Support for Carers</li> <li>Registered Residential &amp; Nursing Care</li> <li>Domiciliary Care</li> <li>Re-ablement (joint with CE)</li> <li>Voluntary &amp; Community Sector</li> <li>Social Care Transformation &amp; Strategic Planning</li> </ul> <p><b>Specific Accountability:</b></p> <ul style="list-style-type: none"> <li>Supporting People &amp; Communities Programme</li> <li>Adult Social Services Charging &amp; Eligibility Policies</li> <li>Provider Accreditation</li> <li>Sirona Social Care Services (social work, alarms/equipment, CRCs)</li> <li>Unplanned &amp; Social Care &amp; Long Term Conditions (joint with CE)</li> </ul>	<p><b>Service Portfolio:</b></p> <ul style="list-style-type: none"> <li>Personalisation</li> <li>Social work practice development</li> <li>Safeguarding non delegated responsibilities - Operational Lead</li> <li>AMHP Service supervisor</li> </ul> <p><b>Commissioning Portfolio:</b></p> <ul style="list-style-type: none"> <li>Safeguarding adults including: <ul style="list-style-type: none"> <li>- Multi agency LSAB work</li> <li>- Multi agency P&amp;Ps</li> <li>- SCRs lessons learned</li> <li>- Performance management AWP and Sirona for safeguarding case coordination</li> <li>- Cross boundary working</li> </ul> </li> <li>Performance management safeguarding and MCA for ALL health and social care contracts</li> <li>DOLS applications processing and decision making PCT and LA</li> <li>Adult care FOI requests</li> </ul>	<p><b>Commissioning Portfolio:</b></p> <ul style="list-style-type: none"> <li>LD Adult social care commissioning including placements and packages; employment development; personalisation &amp; roll out of personal budgets</li> <li>PSI social care commissioning including placements and packages; employment development; personalisation and roll out of personal budgets</li> <li>LD and PSI health – Primary Care; Secondary Care; Specialist (secure) LD services; Mental Health; Community LD health and social services</li> <li>Health and Social Care commissioning for adults with Autism (shared with Andrea)</li> <li>Service user and carer engagement/involvement for LD/PSI/Autism, including access to advocacy</li> </ul>	<p><b>Commissioning Portfolio:</b></p> <ul style="list-style-type: none"> <li>Acute Specialist Mental Health commissioning including in-patients, early intervention, recovery, crisis intervention, eating disorders etc.</li> <li>Development of local PbR system</li> <li>Primary Care mental health services – IAPT and counselling</li> <li>Specialist (secure) mental health services</li> <li>Mental health social care and community support service development – including e.g employment, placements &amp; packages</li> <li>Adult substance misuse commissioning – joint DAAT services i.e. all tier drug and alcohol services</li> </ul> <p><b>Specific Accountability:</b></p> <ul style="list-style-type: none"> <li>Acute Mental Health Services contract with AWP</li> </ul>	<p><b>Commissioning Portfolio:</b></p> <ul style="list-style-type: none"> <li>Acute and community commissioning for unplanned care and long term conditions for example COPD, dementia, stroke, CHD, diabetes, EoLC</li> <li>Lead service/pathway redesign to support the delivery of the whole of the QIPP programme</li> </ul> <p><b>Specific Accountability:</b></p> <ul style="list-style-type: none"> <li>Community services contract with Sirona Care &amp; Health C.I.C</li> <li>Delivery of QIPP</li> <li>Performance management of specific targets/indicators via Intervening for Success in conjunction with Sarah</li> </ul>	<p><b>Commissioning Portfolio:</b></p> <ul style="list-style-type: none"> <li>Develop the Council's strategic housing role &amp; supporting strategies.</li> <li>Range of commissions to support strategic role inc. HIA; HDP; BCU.</li> </ul> <p><b>Service Portfolio:</b></p> <ul style="list-style-type: none"> <li>Housing advice; homelessness &amp; temporary accommodation</li> <li>Housing allocations</li> <li>Housing standards</li> <li>Housing improvements &amp; disabled adaptations</li> <li>Housing enabling &amp; scheme development</li> <li>Fuel poverty &amp; domestic energy efficiency</li> </ul> <p><b>Specific Accountability:</b></p> <ul style="list-style-type: none"> <li>Management of service capital budgets.</li> <li>Lead service input into West of England/LEP boards.</li> </ul>

<ul style="list-style-type: none"> <li>• Older People's Agenda (joint with CE)</li> </ul>	<ul style="list-style-type: none"> <li>• Caldicott Guardian for LA</li> <li>• Non delegated responsibilities for CCA assessment, reviews, support plans</li> </ul> <p><b>Specific Accountability:</b></p> <ul style="list-style-type: none"> <li>• As above with the exception of Practice development all statutory requirements</li> <li>• Whole system development and accountability through PBH&amp;WB, PCT Board and Council Corporate Performance</li> </ul>	<ul style="list-style-type: none"> <li>• Lead on multi agency working to improve transition planning for young people across health, social care, education.</li> <li>• Provider engagement</li> </ul> <p><b>Specific Accountability:</b></p> <ul style="list-style-type: none"> <li>• LD Pooled budget – spend &amp; placements</li> <li>• CHC spend on LD and PSI (18-64)</li> <li>• Adult care lead – transitions</li> <li>• Performance Management of Sirona Contract for LD and Hearing and Vision specs.</li> <li>• Delivery of QIPP workstream – LD</li> <li>• Delivery of MTFP</li> <li>• Safeguarding practice post Winterbourne View – including commissioner assurance</li> </ul>	<ul style="list-style-type: none"> <li>• Specialist mental health (secure) service spend and placements</li> <li>• Joint Mental Health and Social Care and Community Commissioning Strategy</li> </ul>		<ul style="list-style-type: none"> <li>• Lead service input into corporate "Places" agenda inc. Gateway Group; Housing Delivery Panel; BWR board.</li> <li>• Lead service input into LSP Energy Efficiency work stream</li> </ul>
<p><b>Team/Staff Management:</b></p> <ul style="list-style-type: none"> <li>• Commissioning &amp; Contracts Officers</li> <li>• Supporting People &amp; Communities Team</li> <li>• Information Officer</li> <li>• Carers Breaks Project Officers</li> </ul>	<p><b>Team/Staff Management:</b></p> <ul style="list-style-type: none"> <li>• Safeguarding and Practice Development Team</li> <li>• AMHP Team Leads</li> </ul>	<p><b>Team/Staff Management:</b></p> <ul style="list-style-type: none"> <li>• Project Officer</li> <li>• Commissioning and Contract Officer (shared) – LD and PSI</li> <li>• Admin.</li> </ul>	<p><b>Team/Staff Management:</b></p> <ul style="list-style-type: none"> <li>• MH AOWA Review Officer (LA)</li> <li>• Mental Health Social Work Lead Professional (LA)</li> <li>• Substance Misuse Commissioning Manager/admin (LA)</li> </ul>	<p><b>Team/Staff Management:</b></p> <ul style="list-style-type: none"> <li>• Project Manager</li> </ul>	<p><b>Team/Staff Management:</b></p> <ul style="list-style-type: none"> <li>• Full range of strategic housing staff inc. surveyors; EHOs; data analyst; admin; enabling officers; social worker; housing advisors etc.</li> <li>• 40+ FTE</li> </ul>



## Associate Directors Purpose & Principal Accountabilities

<p><b>Purpose</b></p> <ul style="list-style-type: none"> <li>• Lead the commissioning of services within the portfolio, including achievement of specific local and national targets, delivery of savings programmes &amp; implementation of agreed developments.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide leadership &amp; direction to the system design.</li> <li>• Support Programme Directors in developing longer-term strategic plans.</li> <li>• Work with providers to promote effective working relationships across the system of care</li> </ul>
<p><b>Working with community partners, public &amp; service users</b></p> <ul style="list-style-type: none"> <li>• Initiate means of assuring involvement &amp; engagement and act as lead</li> <li>• Develop local partnerships bringing people together to work collaboratively and provide context for working together</li> </ul>	<ul style="list-style-type: none"> <li>• Take decisions on highly complex individual cases involving application of priority criteria, matters of PCT/Council policy, statutory requirements &amp; high risk</li> </ul>
<p><b>Working with clinicians &amp; practitioners</b></p> <ul style="list-style-type: none"> <li>• Lead engagement with clinicians/practitioners to inform strategy &amp; drive quality, service design &amp; resource utilisation</li> <li>• Manage interfaces with range of partners to promote collaboration &amp; adoption of integrated pathways</li> </ul>	<ul style="list-style-type: none"> <li>• Build &amp; manage relationships and handle potential conflict arising when initiating &amp; managing change</li> <li>• Oversee Project Management of change programmes</li> </ul>
<p><b>Managing knowledge &amp; assessing needs</b></p> <ul style="list-style-type: none"> <li>• Analyse information to understand service provision, identify areas opportunity or concern &amp; articulate to others to promote understanding and action</li> <li>• Develop hypotheses to improve service provision &amp; lead their testing and refinement</li> </ul>	<ul style="list-style-type: none"> <li>• Share knowledge of all service areas &amp; contribute to needs assessment and identify opportunities to work across traditional service boundaries</li> </ul>
<p><b>Financial Stewardship</b></p> <ul style="list-style-type: none"> <li>• Monitor financial performance of contracts, holding providers to account</li> <li>• Identify &amp; report any areas of risk &amp; initiate corrective actions – escalate concerns where appropriate</li> <li>• Work closely with Finance team to ensure adequate financial modelling of service options</li> </ul>	<ul style="list-style-type: none"> <li>• Lead formation of robust business cases</li> <li>• Lead contract negotiations</li> <li>• Prioritise investment in accordance with strategy</li> <li>• Provide assurance regarding plans to achieve targeted savings</li> </ul>
<p><b>Market Management</b></p> <ul style="list-style-type: none"> <li>• Establish and develop formal &amp; informal relationships with existing and potential providers</li> <li>• Provide guidance to relevant market sectors, promoting awareness of required direction and encourage innovation</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain an in-depth appreciation of the market place, including cost &amp; best practice comparisons</li> <li>• Lead &amp; co-ordinate cross- service initiatives and produce proposals which maximise the opportunities arising from integration</li> </ul>
<p><b>Performance Management</b></p> <ul style="list-style-type: none"> <li>• Identify the measures that matter &amp; ensure their inclusion in service agreements and contract terms.</li> <li>• Monitor provider performance and provide assurance on delivery and attainment of financial and other targets</li> </ul>	<ul style="list-style-type: none"> <li>• Provide/co-ordinate production of reports.</li> <li>• Maintain an in depth appreciation of all key performance; adjusting service provision and measures to suit.</li> </ul>

