

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

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

Associate Directors Purpose & Principal Accountabilities

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

