



The Westminster Society
Your Learning Disability Network for London



Soon to be



LDN
LONDON

Learning Disability Network London

Assistant Director of Services (Health Lead)

Application Pack



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The Westminster Society is an award winning charity providing services for people with a range of learning disabilities and their families.

We deliver services in Westminster, Camden, Islington, Harrow and the Royal Borough of Kensington & Chelsea. We provide registered care, supported living, intervention and preventative services, short breaks, community services and domiciliary care for both children and adults.

We also provide family support services including: nursery, play, youth and transition services for children and young people with learning disabilities.

We have extensive experience in supporting people with disabilities, including people with complex needs and profound and multiple disabilities. We place special emphasis on promoting family relationships, as this is crucial to delivering successful services. We work to ensure that people with learning disabilities are valued as equal citizens, making decisions about their own lives at every available opportunity, no matter the level of their disability.

We currently employ over 500 permanent staff and over 100 sessional / flexible workers. Last year we had an annual turnover of £15.5M, welcomed five new services in Islington, relaunched our Rainbows Nursery, and won three national awards and won a 10 year contract in Camden. In the coming years we aim to increase our expertise in providing health related care, as we need to improve our ability to ensure good health outcomes for all the people we support.



History of The Westminster Society

After the founding group of mothers established the charity in 1962, The Westminster Society opened two nurseries, then in the 1970's its first respite care home in London, a children's home, and houses for people with moderate learning disabilities.

With the closure of long stay hospitals in the 1980's, the Society opened another 6 housing services, provided a training flat to support people to live more independently, and also opened the first service for people with severe learning and physical disabilities.

During the 1990's the central office site on Croxley Road was developed, which created space for the Croxley Project, an education and activities centre.

The Rainbow Family Centre was moved from Victoria to Bravington Road, and City Living, now LDN Drop-in, was also developed on Harrow Road during this time.



Foreword from Gabby Machell

Dear Candidate

Welcome to the Westminster Society

Our vision is to enable learning disabled Londoners to live well in a society where people with learning disabilities are valued as equal citizens having the chance to make full use of everything their community has to offer just like everybody else.

We provide services for people with a range disability, including people with complex needs, physical disability, older people, people with autism, mental health needs and people with profound and multiple disability.

For everyone we support our fundamental aim is to achieve positive outcomes, and support people to stay healthy, be safe and live well.

The purpose of the new role of Assistant Director (Health Lead) is to support the Director of Services on the delivery of our strategic ambitions, which includes working within more London boroughs as part of our Learning Disability Network London initiative.

In addition the post holder will lead on a continuous improvement programme to advance positive health outcomes across our services.

The post holder will take the lead role on ensuring our staff are fully equipped to meet the health needs of our service users within a social care delivery model of support.

The ability to embrace this integrated support model will be an essential element of the skill set of the successful candidate.

I wish you all the best for the recruitment process and hope to be meeting you soon.

Kind regards

Gabby Machell

Gabby Machell CMgr FCMI
Chief Executive





Our Values

Our Vision

Our vision is to enable learning disabled Londoners to stay healthy, be safe, and to live well in a society where people with learning disabilities are valued as equal citizens having the chance to make full use of everything their community has to offer just like everybody else.

Our values

People with learning disabilities have the right to live with respect and dignity throughout their lives and to receive the support that they both want and need.

To make this happen we seek to apply the following values in everything we do.

1 **Inclusion**
You are a valued part of your community.

2 **Consultation**
You are asked questions about what you want and need. We listen to you.

3 **Choice**
You have the information and support needed to make choices and take decisions.

4 **Respect**
You are treated as a valued individual.

5 **Achievement**
You are supported to do the things you always wanted to do and the things that you never thought possible.

6 **Quality**
You have the right support to lead a full, happy and healthy life.

Our Services

Children, Youth and Family Services

Rainbows Nursery

Getting the best start in life.

Rainbows is an Ofsted inspected inclusive nursery service for mainstream children and children with special and complex needs. It is a safe and nurturing environment for them to learn and grow through play.



Family Support Services

Families matter to us.

Our Family Support Service provides support for parents and carers of children or adults with disabilities or learning disability in Westminster and Harrow. This support can be long term or one-off. The number of families receiving support from our family services team in 2018/19 was 423.



Early Help & Portage

Support at the right time

Our early help and Portage service provides information for parents and helps them navigate the Education, Health and care plan process. Portage is a home visiting educational service for pre school children with SEND to enable children to reach their full potential in their earliest years.



Our Services



Adult Services

LDN@Home

London Living at home.

Our housing services provide comfortable, safe and homely surroundings, within supportive environments. We foster individual development and independence both at home and in the community with a variety of options from 24 hour support to a few hours a week based on individual needs and personalised packages of support.



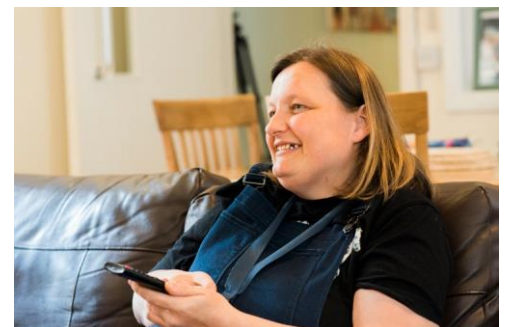
We provide 4 registered care homes benefiting 16 adults with learning disabilities. Our supported housing services includes one bedroom flats, shared living flats and houses across Westminster, Kensington and Chelsea, Camden and Islington



LDN4U Outreach

Support for you designed by you.

Our LDN4U scheme offers self-directed support for people with learning disabilities across London. This could be a couple of hours a week or 24-hour support per day. Our services are designed to give flexibility, control, and choice in the kind of support people receive.





Short Breaks and Respite Service

Time for you.

This service is for any adult with learning disabilities, mental health needs, autism and complex long-term health conditions. Our short breaks include building-based support in Westminster and the Royal Borough of Kensington and Chelsea

These services provide planned and emergency building-based respite for up to 16 adults with learning disabilities as well as up to 150 hours per week of outreach support.



LDN Connect

At the heart of the community.

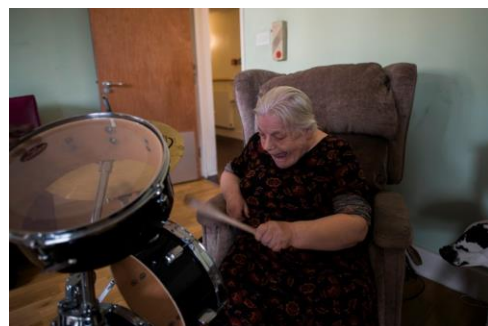
We connect opportunities for people with learning disabilities with their community including businesses, voluntary organisations, education and employment services, faith and culture groups as examples. We want to raise awareness of the talents and skills of people we support as equal contributors.



Alice Gestetner Fund

The fund provides financial assistance to families in need and on low income who have children and adults with learning disabilities, as well as individuals with a learning disability in financial hardship access the Borough of Westminster.

Grants are provided to purchase things such as beds, carpets, washing machines, furniture, sensory equipment and holidays.



Role Profile

Assistant Director Of Services (Health Lead)

1. Summary

Reports to	Director of Services
Working hours	37.5 full time
Salary	£50,000 pa

2. Purpose

The purpose of the role is to support the Director of Services on the delivery of our strategic ambitions across our services.

The post holder will also take the lead role on ensuring our staff are fully equipped to meet the health needs of our service users within a social care delivery model of support.

You will ensure a culture of safety and good practice that supports our strategic plan and ensure legislative and contractual compliance.

You will ensure robust Quality Assurance and the development of associated systems.

You will oversee financial performance of your allocated services and ensure effective financial management.

You will oversee people management development and best practice and contribute to making us an employer of choice.

You will disseminate information and good practice about Learning Disability and Health across the organisation ensuring a culture of continuous improvement.

3. Performance will be monitored via the following KPI areas:

- Financial performance
- Quality ratings
- Feedback from stakeholders
- Management of staff resources
- Management of incidents
- Dissemination of information and good practice
- Delivery against external contractual requirements
- Networking and the development of strategic partnership
- Achievement of specific health related targets e.g. Significant 7 rollout Contract and Grant success

4. Role outcomes	
4.1 You live our values and understand our work, and	
Deliverables/Expectations	KPIs
<ul style="list-style-type: none"> ▪ create a culture that reflects and supports our values where people are committed to our vision, mission, values, and strategic objectives. ▪ contribute to the development of our business. ▪ understand the learning disability care sector full range of regulators and regulations that affect your area and support your managers with regulatory matters. ▪ support Operations Managers to understand and run their services effectively in line with all relevant regulations, our standards, and best practice. ▪ support managers to manage failures to put our values into practice. ▪ identify opportunities for business development leading on tenders grants and projects specific. ▪ create a culture where equality and diversity are valued and promoted. ▪ undertake formal equality impact assessments where necessary. ▪ enhance our profile, reputation and influence by engaging with partners and stakeholders. ▪ support the Operations Managers you line manage to develop successful partnerships. ▪ advocate for the Society and people with learning disabilities. ▪ understand our fundraising and marketing strategies and ensure your plans support them. 	<ul style="list-style-type: none"> ▪ management of complaints, grievances ▪ quarterly (or otherwise) reporting completed correctly and on time ▪ identifying and leading on tenders/ grants to achieve growth ▪ range and impact of partnership and network activities

4.2 You are a great leader of people, and	
Deliverables/Expectations	KPIs
<ul style="list-style-type: none"> ▪ create a culture of excellence in leadership where people are supported. ▪ recognise leadership and develop individuals leadership skills ▪ take ownership of the delivery of results and responsibility if things go wrong in your area. ▪ manage non-support of decisions amongst your teams. ▪ build an outstanding team by encouraging flexibility and utilising diversity effectively. ▪ ensure that engagement activities reach all people. ▪ create a culture of creativity, tolerance, and debate that drives enthusiasm and is free from blame. ▪ create a culture where people are empowered to take action and deliver results. ▪ keep up to date with good management practices, government, and sector requirements and share this with your teams. ▪ contribute to the development of dispute resolution activities including undertaking formal disputes resolution activities. ▪ create a culture where achievement is recognised and celebrated. 	<ul style="list-style-type: none"> ▪ performance issues are managed in a timely and appropriate manner ▪ resolutions support the service and society ▪ high quality performing managers at all levels and succession planning

4.3 You lead safeguarding and safety in your area, and	
Deliverables/Expectations	KPIs
<ul style="list-style-type: none"> ▪ create a culture where safeguarding is paramount and embedded in everything we do. ▪ set guidelines and procedures to safeguard people reflecting all external standards. ▪ take responsibility for safeguarding compliance for Adults / Children 	<ul style="list-style-type: none"> ▪ incidents are managed in a timely and appropriate manner ▪ learning from incidents identified, disseminated and implemented to prevent repetition

<ul style="list-style-type: none"> ▪ directly support all managers and team in the event of a safeguarding incident. ▪ ensure incidents are appropriately investigated and that all external reports are correctly made. ▪ promote a safe and healthy culture. ▪ take responsibility for health and safety compliance in services. ▪ understand when people may come under additional pressure and take proactive action to reduce the risk of undue stress. ▪ review arrangements as a result of safeguarding and safety incidents. ▪ keep up to date with health matters, sector development and NICE guidelines ensuring policy development and dissemination of best practice ▪ contribute to external investigation processes in a professional and timely manner ▪ contribute to the wider review and discussions on safeguarding in forums outside the organisation 	<ul style="list-style-type: none"> ▪ Good or Outstanding ▪ CQC/ Ofsted rating in Safe
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4.4 You improve quality across your area, and	
Deliverables/Expectations	KPIs
<ul style="list-style-type: none"> ▪ create a culture where excellence and quality improvement is embedded in everything your team does. ▪ articulate the correlation between quality improvement and business success. ▪ lead quality improvement ▪ create a culture that supports the delivery of a person centred approach to the people we support. ▪ create an environment where people are able to make 	<ul style="list-style-type: none"> ▪ Quality Assurance model in place and actions set and monitored ▪ external Quality Assurance models used ▪ external Quality Marks achieved ▪ effective dissemination of knowledge relevant to your specialism across the organisation ▪ user feedback mechanisms and actions

<p>suggestions and try new things.</p> <ul style="list-style-type: none"> ▪ ensure your teams are consulted with and involved in quality improvement activities. ▪ support managers with performance management activities. ▪ contribute to our workforce performance management processes, (investigations, hearings and appeals) ▪ promote and lead on change as an opportunity for improvement. ▪ develop and implement proposals to successfully encourage new and more effective methods. ▪ monitor and evaluate the impact of change. ▪ predict and plan for negative reactions to change. ▪ use partnerships and collaboration to establish quality assurance mechanisms ▪ ensure consistency of high quality health support including use of The Significant Seven as a tool for monitoring health 	<ul style="list-style-type: none"> ▪ examples of innovation ▪ effective management of staff underperformance: <ul style="list-style-type: none"> ▪ number ▪ timely ▪ appropriate processes ▪ resolutions support staff member, service and society
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4.5 You communicate effectively, and	
Deliverables/Expectations	KPIs
<ul style="list-style-type: none"> ▪ create a culture of understanding, where open and two way communications is the norm. ▪ are confident and can provide detail under pressure. ▪ can confidently present to stakeholders ▪ are known as a good listener. ▪ prevent communication breakdowns before they arise where possible ▪ create a culture of information and data security where potential breaches are managed 	<ul style="list-style-type: none"> ▪ feedback on communication style ▪ consultation and coproduction with people we support and families ▪ GDPR data management

<p>appropriately, reviewed and learned from</p> <ul style="list-style-type: none"> ▪ support the efficient use of communications systems ▪ improve communications at organisational level 	
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4.6 You develop people and

Deliverables/Expectations	KPIs
<ul style="list-style-type: none"> ▪ create a culture that encourages continuous learning and that promotes personal responsibility for learning and where your teams are empowered to deliver. ▪ undertake succession planning activities, taking a Society-wide view. ▪ undertake workforce planning activities to ensure future skills and knowledge requirements can be met ▪ support managers to develop the skills to monitor workforce performance ▪ create an environment that gives people the freedom to contribute and deliver. ▪ evaluate the effect of development activities; including the benefits for and the long-term impact on the Society. ▪ create a culture where people readily share knowledge. ▪ create a culture where opportunities for health placements and career development towards health qualifications are enabled. 	<ul style="list-style-type: none"> ▪ training and development achievements: <ul style="list-style-type: none"> ▪ mandatory training attendance ▪ developmental training undertaken ▪ internal promotions ▪ succession planning ▪ financial performance against contracts and budgets ▪ delivery and quality of training

4.7 You manage resources and risk, and

Deliverables/Expectations	KPIs
<ul style="list-style-type: none"> ▪ are highly organised and ensure personal delivery against the strategic and development plans. ▪ lead on specific targeted projects 	<ul style="list-style-type: none"> ▪ void management is within target

<ul style="list-style-type: none"> ▪ forecast and manage expenditure accurately, seeking best value from resource and work within budgets. ▪ take an organisational-wide view on the use of resources. ▪ support your managers to identify and implement opportunities to use staff and resources more effectively or efficiently. ▪ understand risk, interpret trends, and factor these into your activities. ▪ ensure risk assessment and risk management activities are undertaken across your area. ▪ predict possible outcomes and change priorities as a result. ▪ contribute to budget setting and scrutiny ▪ use and develop systems which support analysis, planning and monitoring of health and wellbeing 	<ul style="list-style-type: none"> ▪ usage/ bookings/ customer take up is high ▪ financial performance against contracts and budgets ▪ savings identified ▪ effective partnerships offering efficiency
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4.8 You deliver results, and	
Deliverables/Expectations	KPIs
<ul style="list-style-type: none"> ▪ create a culture of delivery where people are empowered to take action and deliver results. ▪ manage diverse, complex, and conflicting priorities at the same time. ▪ support your teams to develop and deliver strategies and plans. ▪ develop and review of our various strategies, policies, and plans. ▪ ensure bids for resources are coherent, evidence-based and support organisational objectives. ▪ are able to develop, manipulate, understand, and confidently interpret complex data. ▪ set targets and monitor progress 	<ul style="list-style-type: none"> ▪ examples of effective decision making ▪ examples of learning from experience ▪ effective use of existing systems of data ▪ Good/ Outstanding CQC/ Ofsted ratings ▪ external validation / certification ▪ membership / engagement with external professional organisations ▪ reduction in health related incidents and complaints

<p>towards them and develop strategies accordingly</p> <ul style="list-style-type: none"> ▪ adopt a solution-led approach to problem solving, proactively planning for potential problems. ▪ exploit key sources of evidence, engage with relevant experts, and evaluate conflicting evidence when making decisions. ▪ consider the wider, strategic and external implications of decisions ▪ create a culture where people have the freedom and confidence to try new things, make mistakes, and learn positively from the experience. ▪ undertake evidence based reviews of plans and projects. ▪ reflect openly on your performance and how feedback and setbacks have helped you to learn and develop. ▪ use external resources to influence organisational and service progress 	<ul style="list-style-type: none"> ▪ increase in numbers of CHC referrals based on reputation and skills ▪ meeting strategic objectives as set out within our strategic plan
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Person Specification

Assistant Director (Health Lead)

To be shortlisted for interview you must display sufficient knowledge, experience and reasoning in each of the criteria below using real examples:

1. Living our values and understanding our work

Clear leadership qualities demonstrated by passion and enthusiasm to the mission and vision of the organisation. Excellent organisational and management skills with the ability to understand the bigger picture.

2. Leading People

Significant clinical, practical and management experience, which includes working with people with learning disabilities.

3. Leading on safeguarding and safety

Knowledge of the legislative and quality frameworks for the sector and the role NICE and other clinical guidance and best practice has in our work.

4. Improving Quality

Experience of managing the development of services through troubleshooting and managing change.

Ability to gather and analyse relevant evidence with practical experience of analysing information and formulating related results and action plans.

5. Effective Communication

Excellent communication with all stakeholders, internally, externally and in oral and written form.

6. Developing People

Proven demonstrable ability to promote equality, diversity, and inclusion to people we support, their families, and our staff.

7. Managing resources and risk

Proven ability to identify trends and allocate time, skill and experience in crisis as well as planned prevention health work.

8. Working within the budgets and managing challenges

Significant experience in budget management including analysis and action planning and effective use of partnerships to deliver effective training and other resources.

9. Delivering Results

Proven record of accomplishment of effective management of change and working in partnership in the development and delivery of services.

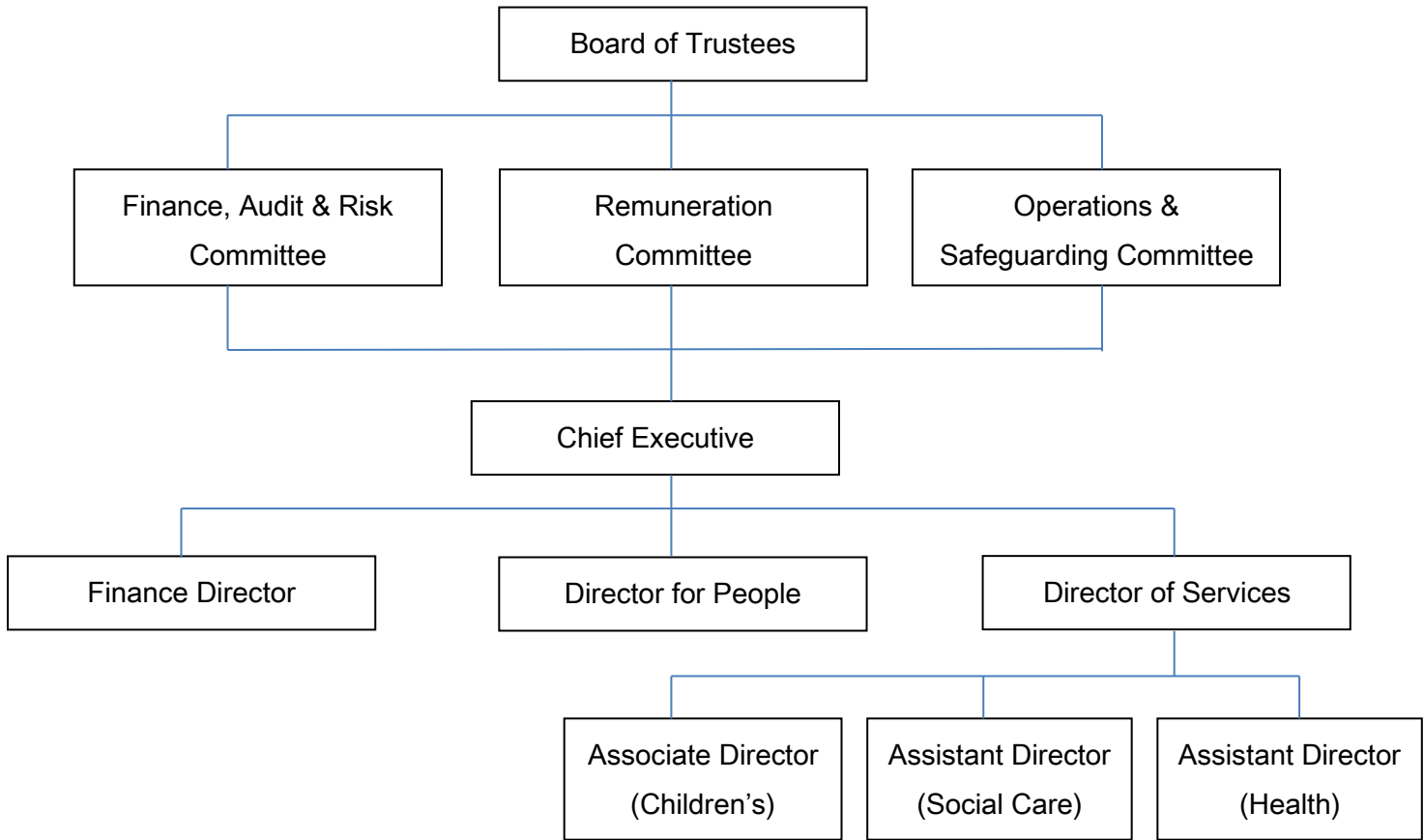
Customer-focused, driven on by fulfilment in reaching high standards/quality with a flexible, positive, and can-do approach to problems and working practices.

Additionally we will expect you to:

Be computer literate to a high standard across all Microsoft software

- Have significant management experience at service manager / NHS band 7 level or above
- Have significant experience of working with people with learning disabilities with a range of needs including people with profound and multiple disability and complex needs
- Have a current nursing qualification registered with the NMC
- Have experience of the role out of health focused initiatives and the development of policy, procedure and best practice guidance for staff

Organisational Structure



Recruitment Process

How to apply

To apply for the post please send a CV and a supporting statement of no more than 3 sides of A4 outlining how you meet the person specification and how your experience relates to the job description.

Applications must be emailed to recruitment@wspld.org. The deadline for applications is **5:00pm on Friday 30 October 2020**. We are committed to equality, diversity and inclusion and welcome applications from all communities. All information is treated as strictly confidential in line with the Data Protection Act 2018.

Selection and interview process

Shortlisting will be carried out by the CEO and Director of Services. Candidates who best meet the criteria will be shortlisted and invited for interview. Candidates selected for interview will be informed by email and a telephone follow-up to confirm attendance.

All candidates shortlisted for interview will be required to do an assessment / presentation and interview. Details of the process will be provided to candidates prior in advance and be reflective of any current COVID-19 restrictions. Any candidates that require reasonable adjustments for interview should notify us prior to their interview date.

Successful Candidate

The successful candidate will be sent an offer letter which will be subject to satisfactory pre-employment checks.

This will involve obtaining the following:

- Satisfactory DBS
- A minimum of two satisfactory employment references covering the candidates last three years of employment
- Full employment history – this means from the date the candidate left education to the date on the application form
- Confirmation of the right to work in the UK

- Confirmation from Occupational Health that the candidate is fit for work
- Confirmation of relevant qualifications and registration / professional membership

Once the pre-employment checks have been completed and are satisfactory then the contract of employment will be sent with the agreed start date.



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