

Job Description

Job Title	Head of Service – Governance, Improvement & Development
Directorate	Adult Social Care and Health
Service Area	Governance, Improvement & Development
Grade	13
Competency Level	3
Salary	£75,869 - £81,317
Job Type	Hybrid
Location	Cunard Building
Disclosure and barring service (DBS)	Not required
Job Evaluation Ref No	A8890

Job Purpose

To provide leadership and management of governance, strategy and vision to support continuous improvement and effective Directorate and Corporate leadership.

To provide leadership and management to develop and implement service improvement, savings and change plans; and local and national policy, ensuring services and systems are statutorily compliant and meet corporate and directorate objectives whilst delivering high quality outcomes for people of Liverpool.



To lead on delivery of change in response to Public Sector Reform impacting adult social care and health.

To provide direction, resilience and preparedness for external reviews and scrutiny, so that the council is best positioned to demonstrate impact, compliance and effectiveness. To lead on change and improvement arising out of Care Quality Commission (CQC) Assessment of the Council's delivery of the Care Act 2014.

To proactively manage and support collaboration within the council and wider external partners to promote opportunities for the people of Liverpool to improve their independence, health and wellbeing.

Directly Responsible For:

This post holds line management responsibility Digital & Systems Improvement Lead, Service Improvement Manager, Information Governance Manager and Engagement & Improvement Lead, with responsibility for coordination and collaboration with wider council colleagues who are contributing to the health, wellbeing and independence of the Liverpool people.

Directly Responsible To:

Director of Governance, Improvement and Development.

Main Areas of Responsibility:

- Providing leadership to the wider department on areas of assurance, improvement and be a lead advocate for change across the directorate, wider council and strategic partners
- To be responsible for the strategic management and leadership of the innovative and forward-thinking improvement and change of Adult Social care & Health, working alongside the Corporate Director, Director of Governance, Improvement & Development and other Council Directors and senior



management to design and implement continuous improvement in Adult Social Care & Health, aligned the City Plan outcomes

- To own, devise and deliver the directorates and the Council's approach to Adult Social Services improvement and change, working with relevant external partners and Council management and teams to ensure change is embraced and embedded
- Inform the strategic direction of services, through identification of needs, workforce profiling, demand and activity forecasting. Have responsibility for ensuring there is sufficient capacity to carry out the work required
- To undertake and ensure quality assurance of all activity in the programmes and associated projects
- To develop strong, collaborative working partnerships for the delivery of excellent services across organisational and local authority boundaries
- To research, test, adapt and scale innovative approaches to Adult Social Care & Health Services delivery, working to maximise opportunities for the people of Liverpool to improve their independence, health and wellbeing
- To have a comprehensive understanding of best practice in local government and relevant sectors and organisations and the many external scrutiny and inspection regimes, the national and political context within which the Council operates and the current challenges and opportunities
- Contributing to the LCC improvement programme including the delivery of the Council Plan and corporate planning and performance management functions within the Council
- Monitoring, assessing and reporting progress on council and directorate business plan objectives, performance and risk into the Senior and Corporate Leadership Team, Members and partners through directorate and corporate governance.
- To support leadership of the directorate savings strategy – to develop and establish a portfolio of savings programmes and oversee implementation within a complex and continual changing environment

- To ensure the directorate is compliant with legislation and improvement and change is informed by good practice
- To ensure the Department's operational policies and staff guidance are up to date and reflect changing national policy, and to ensure that staff understand and work within the legal framework relevant to their role
- To lead on information, digital and technology strategies and oversee the implementation of change. Provide management and oversight of IT systems and systems improvement, including interface with corporate IT
- To develop and deliver the directorate approach to risk management and business continuity and ensure that management systems and procedures are in place so that regular reports on risks and business continuity are available for the Senior Leadership Team, Corporate Leadership Team and relevant Committees
- To monitor, assess and report on progress, risks and mitigations arising out of CQC assurance, into the Senior and Corporate Leadership Team and lead Cabinet Members
- To lead on the development, implementation and embedding of our departmental performance framework and process
- To lead the development and implementation of communication and improvement plans in response to CQC Assessments adult social services, ensuring effective communication across staff at all levels in the department, wider Council, senior partners, providers and voluntary sector
- To lead on directorate workforce development, working closely with colleagues for development and implementation of internal and external strategies to improve recruitment & retention, and quality of our adult social care workforce

Supervision and Management Responsibility:

- Ensuring activities are planned to include meaningful one to one conversations, quality annual appraisals and regular workforce planning and development
- Manages performance and behavioural issues effectively
- Uses empathy, mentoring and coaching to motivate and engage, developing talent and making people feel respected, brings the best out in people
- Challenges poor performance constructively and holds difficult conversations to bring about a change in behaviour
- Communicates with credibility and conviction to convey key messages and influence people

Budget and Financial Responsibility:

- Being fully accountable for managing the council's resources well and complying with statutory requirements. This includes managing time, avoiding unnecessary waste, reuse and recycle resources to reduce personal impact
- Monitor financial performance, deliver within budget and seek savings and efficiencies by exploring opportunities to draw funding where appropriate.
- To manage the budget, monitoring expenditure and cost against delivered and realised benefits as the programme progresses
- To formulate benefits realisation mitigation plans where there is a shortfall in expected savings taking decisive action
- To ensure there is the intelligence to inform future savings from a range of sources including interdependencies between budget, performance improvement, pressures and savings

Social Value Responsibility:

- Drive for social value through all activities, ensuring wider social, economic and environmental benefits for the council, residents and communities.
- Ensures equality of access to services across the organisation and community
- Respects and values difference – understands that not one size fits all

Physical Demands of the Job:

- This is a hybrid role and expects that working from home practices follow the Council's Health and Safety Policy and Procedure together with the Agile Flexible Working policy
- The role may require visits to other locations and sites and the postholder will be expected to follow the necessary Health and Safety Policy and Procedure

Corporate Responsibility:

- Contribute to the delivery of the Council Plan
- Delivering and promoting excellent customer service, externally and internally
- Commitment to customer excellence by dealing with customer feedback, including complaints, and learning from feedback in the drive for continuous improvement
- Making the council a great place to work, living the council's values, actively engaging in regular communications including team meetings, undertaking training as required and being responsible for managing own performance
- Develop the City Council's commitment to equal opportunities and to promote non-discriminatory practices in all aspects of work undertaken
- To ensure that all work functions are undertaken in accordance with health and safety legislation, codes of practice and the City Council's safety plan

Competency Framework:

We operate a competency framework, a set of core behaviours which define how we are expected to approach our work, how we perform in certain situations and how we treat each other. Each competency details the standards of behaviours and skills required by all staff and this in turn supports delivery of our aim and our council plans linking them together with our values.

The post holder will be required to demonstrate the ability to perform at the following competency **level 3**.

[The competency framework can be found here.](#)

This job description is not intended to be either prescriptive or exhaustive. It is issued as a framework to outline the main areas of responsibility. You will be expected to carry out any other duties that may reasonably be required in line with your main duties and changing priorities of the organisation.

Person Specification

Assessment methods used: I = Interview, P = Presentation, A = Application, E = Exercise, T = Test, AC = Assessment Centre

Qualification and training

Essential

- A related degree or equivalent experience (A/I)
- A professional qualification and/or significant experience that evidences senior decision-making on complex social care issues, balancing risks to independence, safeguarding and scrutinising practice/service quality (A/I)
- In depth knowledge of programme and project management theory and practice with a relevant qualification (A/I)

Desirable

- Evidence of continuous professional development

Experience

Essential

- Substantial experience of service delivery, including resource planning, performance management and effective and efficient delivery, in a relevant service area (A/I)
- Substantial experience and a track record of achievement in effective programme management (A/I)

- Substantial experience of working in a service improvement/change management/organisational development role (A/I)
- A strong track record of strategic planning and performance management (A/I)
- A strong track record of successfully managing large scale complex programmes in the public sector (A/I)
- A strong track record of cultural change and improving practice and performance (A/I)
- Knowledge of the key issues and considerations in relation to transformation activity within Adult Social Care & Health services and the relevant policy and legislation (A/I)
- Substantial experience in modelling activity and demand and future workforce requirements (A/I)
- Experience of effective financial management (A/I)
- Experience of working with elected members (A/I)
- Evidence of successfully managing and mitigating risks including those of a service and political nature (A/I)

Desirable

- Experience of senior level partnership working across sectors

Skills/Abilities

Essential

- A high level of personal drive and integrity with insight into own strengths and weaknesses to a level that enables a significant positive impact to be made across the Council (A/I)

- Strong interpersonal skills, able to provide purpose and direction to others in a changing environment, with well-developed negotiation and influencing skills to enable effective engagement with elected members, senior managers, sometimes in other organisations, as well as other key stakeholders (A/I)
- Ability to quickly interpret diverse information to make decisions and make appropriate short and long term plans to solve problems often in a complex and ambiguous environment (A/I)
- Ability to motivate senior managers, staff and other key stakeholders to plan for, drive through and evaluate the impact of change processes (A/I)
- The ability to analyse, understand and interpret complex issues and to present meaningfully to a wide range of stakeholders (A/I)
- The ability to encourage innovation, creativity and new ways of working to ensure the authority is capable of achieving large scale efficiencies (A/I)
- The ability to challenge the status quo and look for new and better ways of delivering the authority's business (A/I)
- The ability to take account of the broader perspective and understand interdependencies (A/I)
- The ability to make effective use of technology (A/I)

Desirable

- Strong project management skills and ability to use data and information intelligently

Commitment

Essential

- A commitment to continuous improvement and innovation in Adult Social Care, including the use of insight, evaluation, AI and digital channels to deliver successful outcomes (A/I)

Desirable

- An understanding of and a personal commitment to the Vision and Values of Liverpool City Council