

Job Description

Job Title	Director of Governance, Improvement & Development
Directorate	Adult Social Care and Health
Service Area	Governance, Improvement & Development
Grade	3b
Competency Level	4
Salary	£101,896 - £125,872
Job Type	Hybrid
Location	Cunard Building
Disclosure and barring service (DBS)	Not required
Job Evaluation Ref No	

Job Purpose

To lead and direct effective governance, strategy and vision to support good leadership and continuous improvement across the directorate, creating the right conditions for the effective delivery of services, and to support Liverpool City Council to be a well led organisation.

To provide leadership, focus and implementation of infrastructure for the translation of strategic intent into key change and improvement programme and project plans.



To drive and lead continuous improvement and be accountable for the development and delivery of transformative service improvement plans that consider local and national policy including external assurance, to ensure services and our workforce meet corporate and directorate objectives, whilst delivering high quality outcomes for people of Liverpool.

Be accountable for leading change in response to Public Sector reform impacting Adult Social Care & Health and delivering opportunities for efficiencies to support the financial integrity and sustainability of the directorate and wider council.

To drive collaboration and communication between and across Council directorates, partnerships and the wider Health and Care system to maximise opportunities for the people of Liverpool to improve their independence, health and wellbeing.

Directly Responsible For:

Governance, Improvement & Development incorporates Transformation, Service Improvement, Digital & Systems Improvement, Information Governance, Engagement & Assurance and Strategic Workforce Development.

This post holds line management responsibility for Head of Service Governance, Improvement & Development, Engagement & Assurance Lead and the Workforce Development Lead.

Directly Responsible To:

Deputy Chief Executive, Corporate Director of Adult Social Care & Health.

Main Areas of Responsibility:

- To be responsible for the strategic management of continuous improvement throughout Adult Social Care and Health, leading improvements required through regulatory assessment and ensure statutory compliance across services, specific and thematic
- Responsible for design and delivery of service improvement initiatives and CQC Assurance Improvement plans across the directorate
- To provide senior leadership for innovative change and continuous improvement change across the directorate to deliver required change within time, cost and quality, mitigate risks to meet the desired outcomes for the people of Liverpool
- To have a comprehensive understanding of local government and its partners, public reform, and specific understanding of Adult Social Care and Health, and the external scrutiny and assessment regimes, the national and political context within which the Council operates and the current challenges and opportunities
- Horizon scan to identify a “world class” evidence base to test, adapt and scale innovative approaches to Adult Social Care and Health delivery, working to enable Liverpool residents to live full active lives; to live independently and to play an active part in their local communities
- Identify opportunities for collaborative working, adopting a partnership approach to drive Adult Social Care and Health and wider system improvement
- Establishing strong stakeholder engagement across all sectors, particularly the council’s neighbourhood model and health, including local GPs, Primary Care Networks and community groups to ensure engagement with the Council’s improvement plans
- Working with Corporate Director and Directorate Senior Management Team, lead on response and activity on social care strategic change and reform, and

CQC assurance planning, including internal and external communications and engagement with people, staff, partners and wider stakeholders

- To provide senior leadership and be a lead advocate for change across the directorate developing the transformational and continuous learning approach to working, supported through coproduction with people and strong internal and external communication and engagement, and promoting excellent customer service
- To work with Council colleagues to provide transparent communications on transformation and improvement activities for the purpose of bringing staff along the journey, and to create opportunities for further collaborative working
- Advocate for customer excellence through customer feedback, including compliments and complaints, learning from feedback in the drive for continuous improvement
- To plan and direct workforce development and practice improvement through workforce planning and learning and development, which maximises the opportunities for positive recruitment, retention and learning of social care staff and our adult social care market
- To have a clear understanding of the legislation and guidance that relates to Adult Social Care and Health, in particular, as this relates to the role of Principal Social Worker (PSW), to support practice leaders in ensuring that policy, procedure and practice standards are fully compliant
- Promote and implement the council's Equality Policy in all aspects of employment and service delivery; and develop and implement a Directorate approach to improving equality in Adult Social Care and Health
- Support the work of elected members, particularly the Cabinet and the relevant Cabinet Members, Assistant Cabinet Members and Select Committees through the provision of high-quality financial and technical advice and information
- To be the strategic link between Adult Social Care and Health and our wider corporate partners, actively promoting collaboration across directorates to

ensure alignment and effective delivery of directorate and corporate transformation and improvement and Council Plan objectives

- Develop and maintain collaborative working partnerships with relevant partners and Council teams to ensure our strategic objectives are delivered across organisational and local authority boundaries and are aligned to the City Plan outcomes
- Lead the directorates contribution to the Council's performance management framework, and other key strategies and business plans, including delivery of relevant aspects of the City Plan and how the directorate can maximise its impact on achieving corporate aims and objectives
- To design and implement clear reporting and performance management frameworks, focused on target outcomes of transformation and improvement, and ensuring data and information is translated into actionable insight and intelligence that drives our business
- To lead the development and delivery of a robust governance framework and associated plans to report performance, quality and risk and provide Directorate wide oversight and assurance to the Corporate Director of Adult Social Care & Health, in line with Directorate and Corporate requirements
- To develop and deliver effective Risk Management, ensuring activities are prioritised effectively and risks are mitigated in order to meet the target outcomes of transformation, service improvement and assurance
- Be responsible for the Directorate risk register and associated risk management systems and provide regular reports on risks for the Senior Leadership Team, Corporate Leadership Team and relevant Committees.
- To be responsible for the coordination and development of the Directorate business plan and objectives, ensuring that delivery is built into departmental and corporate governance
- To identify, coordinate and drive directorate Medium Term Financial Statement (MTFS) savings plans, working in collaboration with corporate colleagues and senior leadership within the Directorate

- Directorate Lead for Digital and Systems and the main interface with corporate ICT and System suppliers
- To drive and implement innovative digital and systems transformation and improvement to maximise opportunities for systems to support effective service delivery and meet statutory requirements
- Utilise data, information and insight to maintain a clear overview of local, sub-regional and national issues which affect Liverpool and the wider city region, its communities and residents, managing competing priorities for transformation and improvement within financial constraints. Contributing to regional and national networks as appropriate

Supervision and Management Responsibility:

- To line manage the workforce as required and take responsibility as a senior leader for wider responsibilities as required
- Provide leadership to drive compliance with corporate objectives for positive staff management
- Ensuring activities are planned to include meaningful one to one conversations, quality annual appraisals and regular workforce planning and development
- Manage performance and behavioural issues effectively

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
- Explore different options for funding and income generation
- 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.

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
- This role is primarily desk based and involves prolonged VDU usage and sitting for long periods of time
- Ability to Manage Multiple work streams which could be at differing locations across the city

Corporate Responsibility:

- Lead the Directorates contribution 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 diversity and inclusion and 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
- To participate in the Council's Strategic out of hours emergency duty rota
- To contribute to the achievement of a sustainable balanced budget

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 4**.

[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

- Educated to degree level or equivalent experience (A)
- Programme / Project Management qualification e.g., MSP, Agile, Lean etc (A)

Desirable

- Evidence of continuous professional development (A)

Experience

Essential

- Substantial senior management experience of social and health care services working corporately and with health partners in a large and complex public sector organisation, together with a deep and demonstrable understanding of working in a demanding urban context (A/I)
- A proven track record of improving services within social and health care environments and the ability to demonstrate improved outcomes (A/I)
- A successful track record of achievement including managing challenging large scale change initiatives and exploiting new opportunities (A/I)
- Experience of implementing transformation and innovation which deliver service improvements. This will include experience with Council areas including commissioning, customer & digital, workforce impact and re-



modelling across the directorate, financial processes, and financial assessments (A/I)

- Leadership and implementation of a 'place-based' approach to health and social care integration activities (A/I)
- Experience of policy development, implementation and successful evaluation of Health and Care initiatives in a local government context (A/I)
- Subject area expertise in organisation design and development, service design and blueprinting, customer journey mapping, financial processes, change management and customer experience/insight (A/I)
- Experience of leading and motivating significant numbers of staff in a demanding environment, demonstrating a successful track record of promoting equality and inclusion throughout a big organisation (A/I)

Desirable

- Demonstrable record of managing large, complex budgets involving a range of funding streams
- Evidence of success in delivering or facilitating major projects within tight budget constraints and with limited resources
- Proven track record of effective programme and project management including evidence of delivering large scale projects achieving major savings and service transformation
- Operational and strategic management experience of delivering high quality services in a multi-agency context. This includes direct service provision, through partnership or via transformation
- Success in establishing a performance culture, including people planning, target setting, performance appraisal and the management and motivation of diverse staff groups

Skills/Abilities

Essential

- Strong interpersonal and communication skills, including the ability to persuade and influence partners and stakeholders (A/I)
- A significant understanding of the legislative and policy framework relating to health and care services together with associated current and emerging local government issues (A/I)
- Excellent communication and report writing skills, including the ability to articulate and disseminate a vision; to present clear, accurate and concise reports to a wide range of audiences reflecting political sensitivities where appropriate A/I)
- Strong analytical skills and project management skills, and the ability to use data and information intelligently. This includes the ability to analyse the operational and financial impact of proposals on services and the ability to define the extent to which workforce, financial, IT and digital, customer service, commissioning and social care processes need to be remodelled or developed to meet new legislative requirements (A/I)
- The ability to develop practical and creative solutions to both service and corporate problems. This may include identification of workforce remodelling options to enable the Council to meet the new requirements of social care reforms (A/I)

Desirable

- Ability to lead and motivate a team with vision and inspiration (A/I)
- Ability to translate strategic direction into achievable objectives and plans (A/I)

- Experience of working with strong accountability systems, either through elected boards, strategic boards, Acute and Primary Care Services, shareholders or political governance systems (A/I)
- Good judgment and the ability to anticipate and plan for future developments and options (A/I)

Commitment

Essential

- An understanding of and a personal commitment to the vision, aims, values and priorities of Liverpool City Council (I)
- 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)