Job Description

Post title: Head of Programmes, Strategy and Improvement   
Service area: Assurance, strategy, and improvement business unit   
Grade: P010   
Reports to: Deputy Director, Assurance, Strategy and Improvement   
Your team: Adult Social Care Improvement   
Number of supervisees: 3 – 4

Our ambition

We’re determined to make Islington more equal. To create a place where everyone, whatever their background, has the opportunity to reach their potential and enjoy a good quality of life.

We also have an ambitious goal – to be the best council in the country – with every employee clear about the part they play and inspired, focused and supported to give their very best.

We want to build an organisation where employees feel valued, inspired and empowered to help us achieve our goals and provide the best services possible to our residents.

Our values and behaviours

‘Be Islington’ is about setting a clear challenge about what it means to be an Islington employee and sets the standard for every new recruit.

We ask our employees to ‘Be Islington’ – playing their part in working together for a more equal borough and to always be collaborative, be ambitious, be resourceful, and be empowering (‘CARE’).

Our commitment to challenging inequality

We are committed to tackling inequality, racism and injustice and creating a more equal borough for all. In order to do this, we need to set the example by being a fair employer and creating a workplace environment which is free from discrimination, racism and inequality. Our approach needs to be proactive, consistently learning to create a more equal workplace and foster a culture which empowers all staff to challenge inequality. Equality is at the heart of what we do. We want to celebrate and embrace our differences by:

* Ensuring our workforce is representative of the people we work on behalf of, our residents
* Creating equitable working environments and diverse teams
* Understanding our residents in order to design and deliver services that help tackle inequality and improve life chances for our residents
* Getting to know people and their differences
* Interpreting issues and concerns from a cultural perspective and address situations or problems from the points-of-view of multiple cultures

Key responsibilities

As part of the Departmental Management Team in Adult Social Care, the ASC Improvement Programme Manager will play a crucial role in delivering on the vision for Adult Social Care: For Islington to be a place made up of strong, inclusive and connected communities, where regardless of background, people have fair and equal access to adult social care support that enables residents to live healthy, fulfilling and independent lives.

Support the Corporate Director, Directors, elected members, and other senior managers, by taking a leading role in responding to key strategic challenges, influence and embed organisational strategies, as well as change and improvement projects in the directorate and/or organisation. The Head of Programmes, Strategy and Improvement will be at the forefront of the department’s improvement journey, embedding change and improvements within the context of the new CQC Local Authority inspection framework. Ensuring that Adult Social Care have the effective policies, strategies and systems to deliver our Adult Social Care Vision and the council’s 2030 plan.

Influence, shape and/or drive forward a strategic vision to enable the council and its partners to meet its future challenges, fostering a culture of continuous improvement by:

* Working with the corporate and political leadership to identify and ensure delivery of their vision, priorities, and value to residents.
* Leading on developing partnership networks and relationships to improve the wellbeing outcomes for residents and strengthen collaborative working and integration.
* Facilitating joint working across the sub-region and region in relation to projects and services that affect our residents and people who use our services.
* Creating and delivering strategies for our communities, enhancing resident voice and influence producing an annual directorate service plan which reflects an effective use of resources and is underpinned by service improvement.
* Lead an effective Programme Management function within the Adult Social Care Directorate, providing strong and motivational leadership to the ASC Improvement Team
* Support the development and delivery of the Adult Social Care improvement priority projects, including playing a lead role in inspection preparation and response
* Oversee the departments communication and coproduction approach ensuring these align to delivery of our vision and link into the corporate strategy and priorities

Oversee the directorate’s approach to the co-production and engagement Strategically developing and deploying insight and analysis across the entire directorate to:

* Support service planning, strategy, and policy development
* Measure and inform impact
* Evidence progress and change for the residents and service users we work with
* Drive effective change and continuous improvement of service delivery

Keep fully up to date with national and local policy developments by participating in and building relationships with national and regional associations, professional networks, and other local authorities.

Provide advice to the Corporate Director and Elected Members on statutory and other regulatory requirements and the development of policy.

Take lead responsibility for inspection readiness and peer reviews across the directorate. Support divisions to ensure teams are prepared and confident for statutory inspections.

Translate strategy into deliverable plans, establishing effective accountability and communication mechanisms so that staff can carry out their responsibilities.

Support the delivery, improvement, management, and performance of the service, directing activity within the council and externally as required.

Work closely with internal and external stakeholders to identify innovative ideas to improve strategic outcomes and enduring improvement and change for residents through day-to-day operations.

Promote a culture and work environment to test new ideas, take risks and learn from failures.

To undertake additional duties or responsibilities consistent with the role as allocated by the Deputy Director of Assurance, Strategy and Improvement and the ASC senior leadership team.

Leadership

As a member of the council’s management team, to contribute proactively to the collective leadership for the council, working collaboratively with Members, services across the council, partners and stakeholders to deliver the council’s objectives and priorities.

To drive positive cultural change, embodying and promoting the values and behaviours of the council and empowering staff to reach their full potential. Ensure that the performance and development framework is effective for all staff.

To lead on and ensure the effective implementation of corporate initiatives and transformation programmes that cut across the whole or part of the council’s activities.

To support the Deputy Director for Assurance, Strategy and Improvement to lead the programme, deputising for meetings and duties as required.

Team and supervision

To manage the Adult Social Care Improvement team, who have specific responsibilities to support projects or workstreams within the Adult Social Care improvement priorities.

To support the Adult Social Care Improvement Team to develop their skills and abilities as required to support the successful delivery of the programme, ensuring an effective performance and development framework is in place for all staff.

Achieve agreed service outcomes and outputs, and personal development targets, as agreed with your supervisor.

Service delivery

To develop and manage a programme of work which includes:

* The Adult Social Care improvement priority projects, including manging critical interfaces within the programme and with related pieces of work.
* Play a lead role in inspection preparation and response for the CQC local authority adult social care inspections, working with wider Assurance, Strategy and Improvement team and ASC Departmental Management Team.
* Joint projects and work-streams with health, housing, children’s services, digital services and other council departments.
* Further integration between health and social care

To build and manage relationships with key stakeholders across the programme, ensuring clear roles and responsibilities that enable effective, well managed change.

To work closely with the Corporate Strategy & Change Team to fulfil necessary corporate reporting requirements and to ensure functions are complementary and avoid duplication

To ensure the programme has a clear and proportionate programme management infrastructure including suitable governance and reporting arrangements and resources

To identify risks, issues and dependencies within the programme and with other programme and projects.

To oversee and support the delivery of departmental communications plan as well as programme and project level comms activities, working with the Communication and Engagement Officer. This will include ensuring reach and engagement with relevant stakeholders.

To ensure the programme is coherent and consistent with the successful delivery of departmental vision and corporate strategy.

To ensure that the programme is flexible, reflective and responds to changing circumstances and demands such as new policy directives or revised financial forecasts.

To support the wider department to develop an approach to Adult Social Care Improvement that adopts the rigour of programme management but remains person-centred, strengths-based, holistic and outcomes-focussed.

To ensure that co-production with service users and family carers is embedded within the programme and to support the Strategic Lead for Collaborative Commissioning to embed coproduction across the department more widely

This Job Description is a guide to the level and range of responsibilities the post holder will be expected to undertake. It is neither exhaustive nor inclusive and may be subject to changes in order to meet legislative requirements, changing circumstances and business demands of the service.

Resources and Financial management

Ensure effective Financial Management, cost controls and income maximisation in an ever-changing environment, fluctuating demands and priorities. Ensure resources are well managed and effectively deployed to the best possible effects assuring value for money in all activities.

Compliance

Ensure legal, regulatory and policy compliance under GDPR, Health and Safety and in area of your specialism identifying opportunities and risks and escalating where appropriate.

Work within established reporting and risk management systems, ensuring compliance with control mechanisms and statutory requirements.

Ensure staff compliance with all key policies, including for example health & safety; data protection; equality and diversity.

## **Budget responsibilities**

## **Responsible for budgets related to programmes and projects of up to £10 million.**

Work style

Islington Adult Social Care is committed to agile working and helping our people balance work

and home life. We trust our staff to work in the most appropriate way to deliver excellent services to our residents. Agile working and accountability go hand in hand. We expect everybody to take responsibility for ensuring their work is completed on time and to high standards.

## **Person specification**

You should demonstrate on your application form how you meet the essential criteria. Please ensure you address each of the criteria as this will be assessed to determine your suitability for the post.

Assessment Guide

A = Application

I = Interview

T = Test

### Essential criteria

#### Qualifications

| Essential criteria | Criteria description | Assessed by |
| --- | --- | --- |
|  | Education to degree level or equivalent experience in design, improvement, change and programme management | A |

#### Experience

| Essential criteria | Criteria description | Assessed by |
| --- | --- | --- |
|  | Successful and substantial senior management experience of developing strategy and change across complex public sector areas | A / I |
|  | Extensive experience of running successful programmes and projects which have driven or led to service improvements and/or change, managing risk and assurance programmes and delivering effective governance | A / I |
|  | Evidence of a track record of successfully operating as a leader in a large, complex and comparable setting and demonstrating political awareness with the ability to create effective working relationships with elected members to provide objective, complex and technical advice and support | A / I |
|  | Strong leadership and management skills and the ability to lead, motivate and enthuse teams and employees whilst creating a culture in support of organisational vision, values and behaviours. | A / I |

#### Skills

| Essential criteria | Criteria description | Assessed by |
| --- | --- | --- |
|  | Strategic collaborative leadership which inspires, motivates and connects stakeholders to a common purpose to collectively bring about lasting system-wide change and improvement | A / I |
|  | Sophisticated understanding of working within a complex multi-layer model of decision-making and influence (ideally within a political environment) | A |
|  | Ability to influence, support and work together with senior colleagues across the directorate, council, and wider partnership | I |
|  | Ability to build strong networks to influence and gain the confidence of senior partners, stakeholders and colleagues. | I |
|  | Ability to develop effective policies and strategies, which deliver service improvements. | T |
|  | Understanding and experience of strategy and policy development including working with key stakeholders including members and residents. | A |
|  | A strong understanding and demonstration of anti-racist and inclusive practice | I |
|  | A strong conceptual thinker with the ability to combine data and insight from different sources (internal and external) into meaningful and useful intelligence to support both strategic and operational decision making | T |
|  | Financial acumen and reasoning, used to working with significant budgets. | A |

## Special requirements of the post

| Essential criteria | Criteria description | Assessed by |
| --- | --- | --- |
|  | This role will require you to obtain an Enhanced clearance from the Disclosure and Barring Service | DBS |
|  | This post is subject to the council’s policy on pecuniary and personal interest |  |
|  | This post is designated as politically restricted |  |

Our accreditations

Our accreditations include: the Healthy Workplace award; Timewise; London Living Wage Employer; Disability Confident Committed; The Mayor’s Good Work Standard; Stonewall Diversity Champion; and Time to Change.

