

# Head of Service, Provider Services

JE Code: JE2510



**Values – We are dedicated, respectful, collaborative, we are Milton Keynes City Council**

**Service:** Adult Services  
**Reports to:** Group Head Provider Services  
**Job Family:** Strategic Leadership  
**Grade:** M  
**Political restricted:** Y  
**Date:** March 2023

As a member of the adult services leadership team (ALT) and working with external and internal partners, the Head of Service role is responsible for the strategic leadership, and operational management of a complex and diverse service(s) within adult social care.

These services must be of high quality, in line with national and local policy, relevant legislation and best practice and deliver the best outcomes for adults with social care need, whilst meeting the agreed financial and service performance targets.

The post holder reports to the Group Head of Provider Services for Milton Keynes City Council and as such is fully accountable for the delivery of services, including:

- Supported Housing with Care
- Sheltered Housing
- Care and Response Services
- Business Support across Provider Services

Staffing number of approx. 150 and an operational budget of £3.6 million

It is the post holder responsibility to ensure that resources management and financial management are central to strategic decision making. Services are delivered efficiently and effectively, ensuring there are sufficient available to discharge the Directorate's functions in line with published priorities, performance standards and budget requirements. These budgets are subject to unpredictable demand patterns and costs and therefore a high level of skill is required in both forecasting in-year and in the setting of the medium-term financial plan for social care.

## Key Deliverables

1.	Lead and manage transformation across Provider Services by developing and delivering innovation to improve outcomes for vulnerable people.
2.	Develop and implement processes and systems to enable Milton Keynes City Council to meet statutory and regulatory requirements in the most timely, effective and efficient manner.

3.	Ensure compliance with CQC regulations across registered services, monitoring and recording this through the Quality and Performance Working Group.
4.	Work with partner agencies to develop joint approaches that are outcomes focussed and evidence based.
5.	Ensure that the safeguarding of vulnerable adults is consistently embedded across all Adult Services and partner organisations are engaged with this agenda.
6.	Interpret and analyse data to monitor both performance and quality of services. Use this information to set targets and drive continuous improvement. Take full responsibility for the performance against national (ASCOF) and local performance indicators and the Council Plan.
7.	Prepare, monitor and control service budgets to ensure that financial targets are met, and systems are in place to identify pressure areas and respond appropriately.

*Within reason these key deliverables may evolve to meet service need and it is expected that you will be flexible and adaptable in your delivery to meet both service and council wide needs*

### **Essential Requirements (key skills & qualifications)**

1.	To underpin this experience and knowledge, the role holder must be educated to degree-level or have equivalent experience in a relevant subject.
2.	Detailed understanding of the legislative frameworks and statutory requirements relating to adult social care services and community-based services and proven track record of success in a front-line service delivery environment.
3.	Considerable experience of working with a diverse set of stakeholders to provide support services to vulnerable people.
4.	Experience of driving performance management using appropriate quality and management methods and models to deliver efficient and effective services.
5.	Maintaining robust monitoring and risk assessment systems for the service area with high level assurance and quality improvement measures.

# Job Family

Strategic Leadership  
Grade M



## Colleagues expectations

- Be professional at all times
- Work together for the good of the team, council and local people
- Promote a supportive culture
- Challenge assumptions
- Take ownership
- Be willing to change and do things differently
- Always work in a safe manner

## Managers expectations

- Be a role model by displaying positive behaviours at all times
- Make well-considered decisions
- Support, coach and communicate with my team
- Be accountable for my team's performance

The essential characteristic of Strategic Leadership jobs is that they bear responsibility for the planning and development of the Council's approach to its statutory and elective aims, maximising efficiency, value for money and the quality of service delivery across entire operating functions.

## Role characteristics

At this level job holders report to a Group Head or Director and are responsible for the development and implementation of strategy relating to several Services within that Group.

Role carries significant responsibilities for finance and a range of other non-financial assets.

Job holders make autonomous decisions and lead the management of change throughout their area of influence within the Group.

## The knowledge and skills required

Job holders require advanced theoretical knowledge to make appropriate judgements and decisions at this level. In addition, job holders will maintain ongoing professional development and have a thorough understanding of external legislative and societal change, as well as a deep understanding of the Council's operational structures which both support and depend upon the job holder's actions and advice. Roles will be professional experts, providing expert leadership across a number of Services.

## Thinking, planning and communication

Job holders will use their professional expertise to deal with highly complex, pressing issues including change initiatives and risk management across a range of services. They will also look well ahead and take a long-term, strategic view of their project and service delivery objectives over several years into the future, shaping their service's composition, approach and operating procedures in accordance with wider goals mandated by Group management.

The information exchanged at this level will be routinely complex, contentious in nature and/or highly

significant to the Council's reputation. Job holders will have additional demands placed upon them by the need to persuade others to adopt courses of action they may not otherwise wish to take, based on evidence based and reasoned argument. This will occur in written interactions but can also be the case in face to face verbal exchanges where job holders will advocate the Council's position in response to opposing opinion in a formal or informal setting.

### **Decision making and innovation**

The limitations to job holders' decision making will be only the broad policy and practice guidelines that exist at both a corporate and even national/professional level. At this level of autonomy, job holders will be the final arbiter of many escalated technical and professional disputes and problems. They will report to a Group Head or Director and will devise and implement strategic plans and policy in relation to several service areas.

### **Areas of responsibility**

With a diverse range of jobs being represented at this level, the precise blend of responsibilities for which the job holder is accountable will depend upon the service in which they operate.

Roles will focus on the needs of external service users or partners and will be responsible for critical day to day decisions with legal and reputational dimensions and the development of directorate level policy and functional procedures.

In addition, such roles are likely to have very high levels of responsibility for such elements as finance (very substantial budget management), information assets (council-wide systems) or premises (of extremely high value and critical operational importance).

Job holders will have full line management responsibility over several service areas, each with their own full management structure and featuring highly diverse specialties and employee profiles.

### **Impacts and demands**

The combination of both tactical and strategic matters that job holders deal with means that roles are inherently very complex, demanding of particularly lengthy periods of concentrated mental attention while also managing very high levels of work-related pressure from deadlines, interruptions or conflicting demands.

At this level, tasks and duties will be generally carried out in a sedentary position but there will always be a requirement for standing and walking from time to time, and the occasional need to lift or carry items.

Job holders will not be required to develop and maintain working relationships with people who, through their circumstances or behaviour, place particular emotional demands on the job holder.

Job holders at this level will find themselves very occasionally exposed to some disagreeable, unpleasant or hazardous working conditions.