

## Job Description

|                      |                        |                               |     |
|----------------------|------------------------|-------------------------------|-----|
| <b>Directorate:</b>  | Adult Social Care      |                               |     |
| <b>Service:</b>      | Operations             |                               |     |
| <b>Location:</b>     | County Wide            |                               |     |
| <b>Salary range:</b> | £77,833 to £85,119     | <b>Grade:</b>                 | 14  |
| <b>Reports to:</b>   | Director of Operations | <b>Staff responsible for:</b> | TBC |

### Job purpose and scope

As one of the council's senior managers responsible for heading up a major service, you will lead, shape, and be able to effectively challenge and influence across a complex and critical range of service areas within Adult Services and its wider partners in accordance with the Leading Lancashire Framework.

Ensure that regulatory frameworks of the local authority for the Care Quality Commission (CQC) and offering support linked to other legislative responsibilities under the Care Act and the Mental Capacity Act are appropriately managed including any joint responsibilities with partners.

As a strategic leader for Adult Social Care, you will be visible and present in the Service area for which you are accountable to ensure the delivery of a high-quality service. You may also lead on an area of development/change/improvement which will be a County Wide responsibility spanning adult social care and/or council wide functions including partnerships

Operating at a senior level to shape service planning to deliver effective practice, performance, budget management, workforce and culture and transform service deliver to improve outcomes for Lancashire residents.

An expert in and responsible for the strategic development of the service area in line with legislative, policy and regulatory developments underpinned by evidence-based interventions that ensure the councils, and the specific statutory responsibilities for adult social care are delivered.

A highly motivated individual who will encourage and champion the adult social care workforce in Lancashire building resilience through the management and support of a skilled and trained workforce operating in a complex environment.

Providing leadership and management across the discharging of responsibilities in respect of compliance with Care Quality Commission standards and regulations in place for the Adult Services directorate.

### Performance Indicators

- To provide high quality, leadership and advice in line with legal, safety and practice standards in the managers and staff handbook with reference to supporting staff through effective supervision, appraisal, performance and development reviews.
- Evidencing the Living Better Lives in Lancashire vision and model is in place across services and that all staff have full understanding of and are working towards implementing the Adult Services

model utilising and embedding the Corporate Leading Lancashire Framework and aligned to wider strategies in place with key strategic partners.

- Ensure that ongoing performance is monitored, and any corrective action taken to deliver against the performance indicators as defined by the Corporate and Directorate plan
- Adherence to the Scheme of Delegation.
- Ensuring the delivery of services in line with policies and procedures.
- Ensure the service delivers within its budget envelope, demonstrates value for money for the council and achieves the corporate savings.
- Via effective and visible management oversight ensure the accuracy and timeliness of information management, including recording and processing of client data within relevant case management systems.
- Ensuring relevant customer and stakeholder feedback is collated and used.

## Leading Lancashire – Our Leadership Framework



# Leading Lancashire

## Our Leadership Framework

**Our Vision and Values** We are driven by a simple yet powerful vision – “Here at Lancashire County Council, we are helping to make Lancashire the best place to live, work, visit, and prosper.”

This vision is at the centre of everything we do. Embedded in our identity are our values: *Supportive, Innovative, Respectful, and Collaborative*, our guiding principles that enable everyone to thrive.



### Four Spheres of Leadership

The Leading Lancashire framework is a dynamic approach, encapsulating four key spheres:

**Responsibilities, Capabilities, Behaviours, and Results.**

These spheres form the bedrock of our leadership ethos, providing clarity and direction for all leaders. Responsibilities guide our actions, Capabilities cultivate our potential, Behaviours shape our interactions, and Results measure our impact. Together, these spheres ensure leaders deliver their best for themselves, their teams, LCC, and the people of Lancashire.



### The Lancashire Mindset

Woven through the Leading Lancashire framework we introduce The Lancashire Mindset; Growth, Ownership, Optimism and Positive Impact. Adopting this mindset across the entire organisation not only brings our values to life but also emphasises the collective commitment to delivering the best for the people of Lancashire.

The Lancashire Mindset not only shapes our approach to leadership but also serves as a guiding force for a culture rooted in growth, ownership, optimism, and the commitment to making a meaningful positive impact.



### Levels of Leadership

The **Leading Lancashire** framework provides an opportunity to define and clarify the focus and purpose of the various leadership levels within the organisation.

**VISIONARY** (Long-Term Direction):

**Level 1 & 2 Leadership – Executive Directors and Directors**  
Senior leaders at this level, are Visionary Leaders. They have the privilege of shaping the long-term vision for the organisation, providing strategic and visionary direction that will guide the future success of Lancashire County Council.

**SHAPING** (Medium to Long-Term Strategy):

**Level 3 Leadership – Heads of Service**

Heads of Service at this level are Shaping Leaders. They are empowered to shape strategies with a broad mid to long-term view, setting clear strategic initiatives that provide direction to the management population, contributing to the organisation's success in the medium to long term.

**OPERATIONAL** (Short-Term to Immediate Effectiveness):

**Level 4 Leadership – Management Roles**

Leaders at this level, found in various management roles, are Operational Leaders. They focus on immediate operational effectiveness, ensuring their teams deliver in the short term, meeting objectives and driving success on a daily-to-monthly basis.

These refined terms more explicitly convey the visionary, shaping, and operational aspects of leadership at each level within the **Leading Lancashire** framework.

## Accountabilities/Responsibilities

- In addition to function-based leadership, this role will have responsibility for leading on change and improvement activity that may be directorate based or contributing to wider council change.
- This role will demonstrate the competencies, values and behaviours of the Leading Lancashire Framework.
- Horizon scanning within your area for relevant changes that may impact the business and raising any risk or challenges in a timely way through the relevant governance routes in place.
- You will be able to utilise significant levels of professional judgement and will lead on the design and delivery of business plans to resolve service issues or to achieve and bring forward any service improvements.
- You will be innovative, positive, and creative in your thinking and behaviours.
- Able to provide detailed analysis and evaluative skills, assessment of risks, initiating/scoping improvement projects and leading on the design and delivery of objectives to a wide range of audiences and through various channels communicating effectively in writing and verbally.
- Representing Adult Services or a member of Directorate Leadership Team at external forums, conferences, and meetings to build professional networks and influence wider policy agendas where required.
- You will be a key lead on the management of a whole system approach to deliver the Adult Services vision, with a clear focus on strength-based leadership encompassing the wider agencies that we align with to improve outcomes for residents.
- Lead change programmes through the evaluation of existing provision considering options that provide service improvement and make recommendations through appropriate governance channels.
- Effective leadership and management at a senior level of a diverse workforce to support excellence in service delivery.
- Encourage and promote a strong customer focus and ethos using feedback and evidence to further enhance and develop the service offer and respond to changing needs.
- Ensure all Social Work England and Health and Care Professions Council (HCPC) requirements with regards to staff are in place.
- Contribute to the corporate risk management process and ensure all corporate processes and procedures are implemented in all service areas.
- Advise the Council's management team and elected members on appropriate strategies and policies required to deliver the county council's vision and values where required.

## Other

- **Equal Opportunities**  
We are committed to achieving equal opportunities in the way we deliver services to the community and in our employment arrangements. We expect all employees to understand and promote this policy in their work.
- **Health and safety**  
All employees have a responsibility for their own health and safety and that of others when carrying out their duties and must help us to apply our general statement of health and safety policy.

- **Customer Focused**

We put our customers' needs and expectations at the heart of all that we do. We expect our employees to have a full understanding of those needs and expectations so that we can provide high quality, appropriate services at all times.

- **Safeguarding Commitment**

We are committed to protecting and promoting the welfare of children, young people and vulnerable adults.

- **Skills Pledge**

We are committed to developing the skills of our workforce. All employees will be supported to work towards a level 2 qualification in literacy and numeracy if they do not have one already.

## Our Values

### We expect all our employees to demonstrate and promote our values:

- **Supportive**

We are supportive of our customers and colleagues, recognising their contributions and making the best of their strengths to enable our communities to flourish.

- **Innovative**

We deliver the best services we possibly can, always looking for creative ways to do things better, putting the customer at the heart of our thinking, and being ambitious and focused on how we can deliver the best services now and in the future.

- **Respectful**

We treat colleagues, customers and partners with respect, listening to their views, empathising and valuing their diverse needs and perspectives, to be fair, open and honest in all that we do.

- **Collaborative**

We listen to, engage with, learn from and work with colleagues, partners and customers to help achieve the best outcomes for everyone.

## Person Specification

All the following requirements are essential unless otherwise indicated by \*

Your ability to meet the job requirements will initially be assessed by the information provided on your application but further assessment will be undertaken at interview and, in some cases, by using other types of assessment(s).

### Qualifications

- Relevant leadership/professional qualification and/or professional qualification in Health & Social Care in the public or independent sector e.g. Social Work, Occupational Therapy Degree, Diploma in Social Work, Nurse.
- Minimum of 5 years' experience in operational or commissioning settings.
- Evidence of management, training, qualification or participation in a recognised leadership programme.
- Demonstrate commitment to ongoing learning / professional development.
- Practice Teaching qualification\*
- BIA, AMHP or other professional award\*

### Experience

- Significant professional experience of managing and working at a senior level and large scale, diverse, operational services and teams in Social Care and / or Health.
- A demonstrative record of delivering high quality services against challenging objectives and management of resources available, leading teams, and services through change programmes within a statutory and regulated environment.
- Ability to robustly engage, shape, guide and influence senior managers and a wide range of staff within the area of responsibility / working with Adult Services partners to effectively meet the needs of people accessing services.
- Experience of motivating teams to drive service change and improvement forward.

### Essential knowledge, skills & abilities

- Highly developed knowledge and skills of required to work in adult social care and the requirements of the Care Act and other associated legislation.
- Comprehensive understanding of the activities and objectives of the Council, both current and future.
- Ability to successfully influence key decision makers at senior levels, both internal and external to the Council.
- Ability to successfully manage conflict to achieve outcomes required.
- Effective Leadership and Management modelling the values and behaviours present within the Lancashire mindset.
- Successful financial management of a large and complex operational service area, including prioritisation of allocated resources within a challenging financial landscape.
- Ability to lead at a senior level, develop, manage and motivate services/teams in a challenging and changing environment.

- Highly developed negotiating skills with the ability to build and manage relationships with senior managers and staff from health and social care and trade unions with credibility.
- Ability to embed services which are compliant and fit with the wider organisational strategy.
- Ability to utilise significant judgement to lead the design and delivery of a service/collection of services operational business plans to resolve service issues or improve services, including creative and innovative thinking and risk assessment.
- Ensure leadership, development and operation of the service delivery is in line with our strategic plan that builds an inclusive culture across the organisation and ensures diversity and inclusion is central in all that we do.
- Experience and ability to understand and appreciate the political landscape in which the council operates, engage appropriately and effectively with elected members and able to demonstrate political sensitivity.
- Ability to effectively represent the Leadership team, Adult Services and Lancashire County Council where required.
- Comprehensive, confident, and detailed knowledge of the Health & Social Care Act, codes of practice relating to Adult Health and Social Care and other relevant legislation.
- Highly developed skill to develop plans and strategies, using a range of evidence and data.
- Ability to use common ICT channels and software to extract and manipulate data, generate and understand management reports, analyse and present information.
- Highly developed written and verbal communication skills with demonstrable ability to communicate with staff at all levels, elected members, users and carers, confidence in public speaking.
- Experience of engaging citizens/customers/organisations and utilising learning/feedback and quality assurance effectively and meaningfully.
- Successful experience of partnership working across and within agencies and communities to achieve large scale change.
- Undertake such other duties, training and / or hours of work as may be reasonably required, and which are consistent with the general level of responsibility of this job.
- Undertake Emergency planning and Health & Safety duties commensurate with the post and/or detailed in the Directorate's Health and Safety Policy.
- To facilitate a culture that promotes effective risk management whilst enabling positive risk taking.

## Other essential requirements

- The post holder is employed by Adult Services within the County Council. Employees can on occasions be required to work at other locations from their initial work base to ensure business continuity.
- Commitment to equality and diversity.
- Commitment to health and safety.
- Display the LCC values and behaviours at all times and actively promote them in others.
- This post is exempted under the Rehabilitation of Offenders Act 1974 and as such appointment to this post will be conditional upon the receipt of a satisfactory response to a check of police records via Disclosure and Barring Service (DBS).
- This is an essential car user post;  
*(You will be required to provide a car for use in connection with the duties of this post and must be insured for business use. In certain circumstances consideration may be given to applicants who, as a consequence of a disability, are unable to drive).*

# Head of Service - Operations

