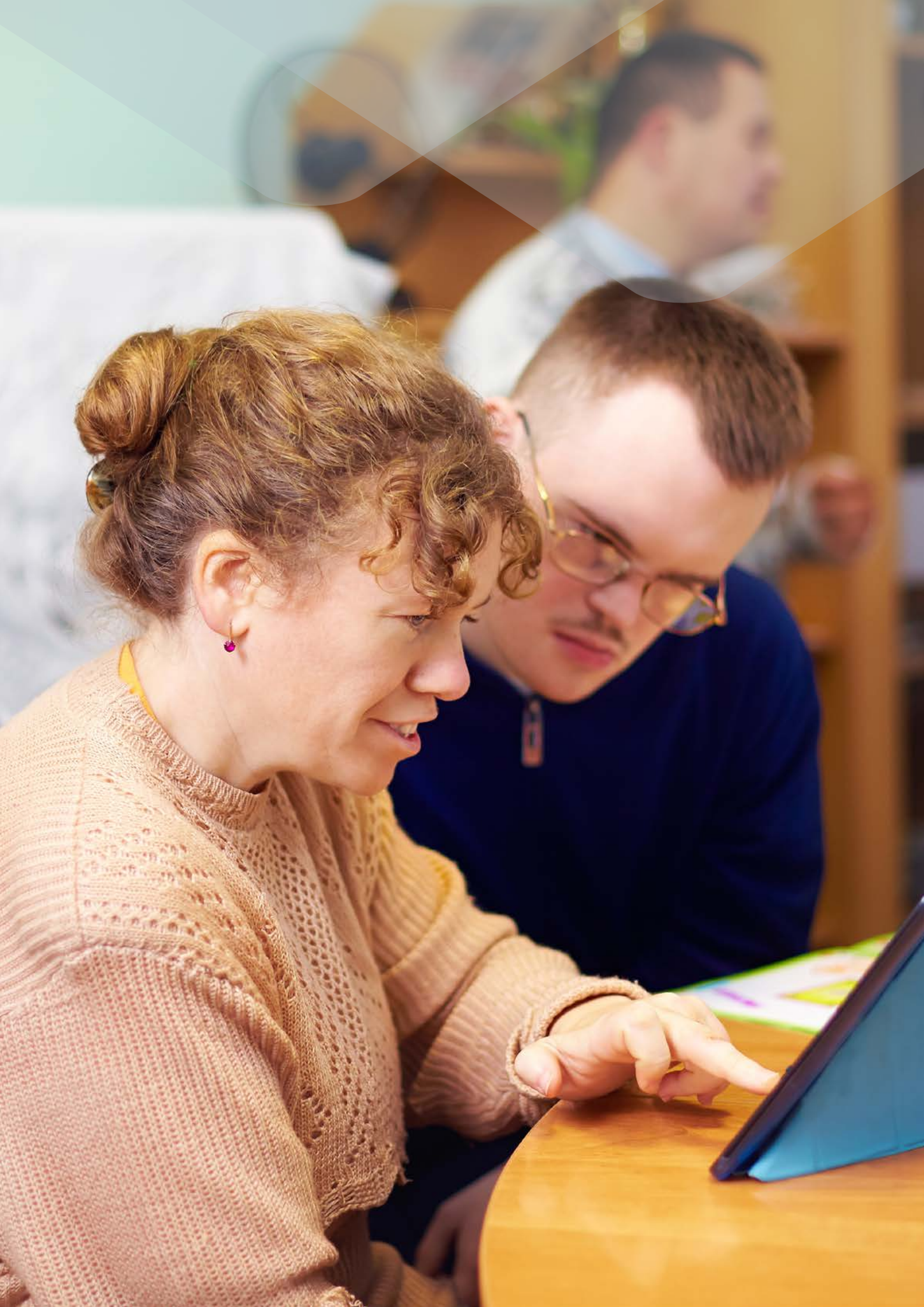


**Director of Operations
for Adult Services**

**Director of Strategic
Commissioning
& Quality**

Candidate pack






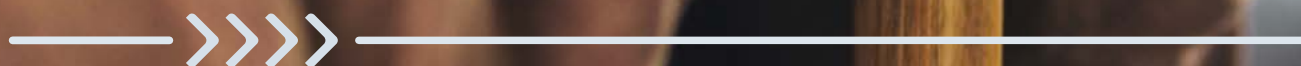
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Welcome from
Helen Coombes,
Executive Director
for Adult Services



Dear Candidate,

Thank you for your interest in these three fantastic opportunities to work for one of the largest and most ambitious authorities in the North, covering nearly 3,000 square miles and serving a population of 1.2 million.

As the Executive Director of Adult Social Care, I am leading the delivery of our vision for Adult Social Care - Living Better Lives in Lancashire. Our vision which delivers a service that supports Lancashire residents to live as independently as possible.

These roles are crucial to our Directorate Leadership Team. You will collaborate to drive the change, improvement, and innovation needed to achieve our vision. We seek experienced leaders from across Health and Social Care who are passionate about delivering our vision with a determination to succeed.

Lancashire is a great place to live and work, with a diverse population, historic towns, picturesque villages, beautiful countryside, and dramatic coastlines. We are also within easy reach of Liverpool, Manchester, and the Lake District, offering something for everyone in the wider region.

I hope you seriously consider these roles. Please contact our Head of Resourcing, Sophie Fowler - **sophie.fowler@lancashire.gov.uk** - to arrange a call with me.

Good luck with your application.

Best wishes



Helen Coombes
Executive Director for Adult Services



Job Description – Director of Operations

Salary £105,326 – £114,339

Location – County Hall, Preston

Purpose

- The Director of Operations is a critical role at Lancashire County Council, designed to lead and manage a range of Adult Social Care operational services and teams with integral links to strategic partners in Health to oversee the delivery of Adult Social Care across Lancashire County Council.
- Management and leadership overseeing adult social care across a range of community-based teams delivering Care Act and other legislative duties. The role will also have a responsibility for a range of CQC Regulated services and other functions associated with the delivery of adult social care in Lancashire.
- To act as the Nominated Individual for CQC, taking responsibility for the council's statutory responsibilities for the regulatory frameworks and ensure oversight of the CQC Registered Managers.
- One of two Director of Operations, responsibilities will include specialist and neighbourhood teams which may focus on a combination of geographical and county wide, North, East, and Central locality teams, and include hospital and specialist pathways including prisons and the Acute and Short-Term Service as well you a range of ages for example older people, continuing healthcare, occupational therapy, physical disability, learning disabilities, autism and mental health.
- Lead and drive the connectivity with local Integrated Care Partnership (ICP) systems to facilitate integrated planning and delivery of care to tackle health inequalities, help communities thrive and achieve the best outcomes for the people of Lancashire.
- Driving forward with leadership colleagues the delivery of the directorate's vision and management of the services to develop and implement improvements in the delivery to enable effective outcomes for people accessing statutory services.
- To embed the Living Better Lives in Lancashire vision and model across services and teams and provide leadership around the delivery of the model through a strengths-based approach.
- Working alongside corporate leadership colleagues to promote and support the Council's ambition for Lancashire to be the best place to live, work, visit and prosper.
- Reporting to and deputising, as required for the Executive Director of Adult Services, and work as part of the Director Leadership Team and Extended Leadership Team.
- Driving forward with leadership colleagues the delivery of the directorate's vision – Living Better Lives in Lancashire. Linked to the Lancashire mindset, provide visionary leadership within Adult

Services across the core priorities of workforce and culture, quality and practice, performance, transformation, and budget management.

- Ability to demonstrate a commitment to the 'Leading Lancashire' leadership framework, ensuring excellence in social work practice and operational service delivery to members of the public who need to access Adult Social Care services.
- Be accountable for the delivery of the job purpose through strategic direction and leadership of an effective operating model, management, and oversight of the service budgets, including the workforce and staffing budgets.

Role-specific accountabilities/responsibilities:

- Offer visionary direction and leadership to guide practitioners and the wider workforce towards achieving exceptional results while embodying the council's core values of Supportive, Innovative, Respectful, and Collaborative. The successful candidate will demonstrate a commitment to the 'Leading Lancashire' leadership framework, ensuring excellence in social work practice and operational service delivery to members of the public who need to access Adult Social Care services.
- Drive improvement in practice in community social work teams, that they are compliant with professional standards, and statutory duties and responsibilities ensuring equity of access and provision across north, east and central footprints and across specialisms.
- Working closely with the Principal Social Worker and Principal Occupational Therapist, provide leadership and support in ensuring operational social care teams are inspection ready in accordance with the Care Quality Commission (CQC) regulatory framework.
- Acting as the DLT lead for Integration with Health; Urgent and Emergency Care and Discharge; Performance and contribute to the county council's strategic boards for Policy, Strategy and Performance.
- Champion the role of occupational therapy in maximising independence and delivering a high-quality adult social care service.
- Delivery of core operational services: assess, design, and review personalised care approaches.
- Ensure services are delivered and measured against internal and external performance targets/standards and positive outcomes for the people of Lancashire.
- Lead and direct the development and maintenance of a motivated, performance focused workforce for adult social care teams that is trained, professional, effective, and committed to the success of the operating model, service standards and positive outcomes for the people of Lancashire.
- Accountable for budget control and management of social care teams including enabling any efficiencies required through wider corporate savings programme and plans.



- Develop and implement strategic business plans in line with the core purpose and objectives of adult social work services.
- Leadership of and mitigation against any significant risks posed within adult social care teams, escalating any risks to the departmental workforce / budget / service delivery in a timely way and through relevant governance channels.
- Ensure robust systems are in place to maintain and produce accurate and timely data required for statutory compliance, monitoring against performance standards and evaluation of service delivery.
- Lead the engagement with partners and stakeholders to achieve positive outcomes and strengthen joint working.
- Lead and drive the connectivity with local Integrated Care Partnership systems to facilitate integrated planning and delivery of care.
- Through data, maximise opportunities to forward plan against the population profile of Lancashire working alongside Commissioning to sustain service delivery.
- Create a learning culture which encourages and supports transparency in accountability and an ethos of learning. Embed a willingness to trial and/or introduce new ways of working and be proactive in learning from others including peer review.
- Advise and brief the Council's Executive Management Team and elected Members on appropriate strategies and policies required to deliver the job purpose.
- Contribute through strategic and technical high-level advice to major change / transformation programmes, which will ultimately deliver savings and improved services.
- Develop strategic business plans in line with the core purpose and vision of Adult Services.
- Identify and respond to new initiatives and changes in legislation and government policy, maintaining a high level of professional expertise and utilising professional networks to maintain a sound awareness of relevant legislation and national developments.
- Leadership of the operational workforce to ensure resilience, capacity, equity and capability is embedded whilst ensuring diversity across the teams.
- Work collaboratively and promote good connectivity with other departments i.e. Children's Services / Housing / wider partners.
- Lead and actively promote a learning culture encouraging and supporting transparency in accountability and an ethos of learning across the teams is in place.
- Deputise as required for the Executive Director at internal and external senior leadership forums and statutory boards.
- Represent the Council at national, regional, and local levels, to ensure a high and positive profile for the authority is in place across Adult Social Care.



Person Specification - Director of Operations

(Grade D2)

Essential Qualifications

- Honours Degree level qualification or equivalent experience
- Substantial training and experience in Adult Social Care/NHS or a Professional qualification in Social Work, Occupational Therapy or Associated Healthcare (e.g., Degree, DipSW, CQSW or CSS as relevant) registered with Social Work England

Essential Experience

- Extensive experience of working within operational health or social care having provided leadership across a variety of specialisms and diverse communities.
- Significant experience of leading and delivering large, complex operational social care services.
- Experienced of leading and managing across multi disciplinary health and adult social care workforce inclusive of Occupational Therapy.
- Significant experience of managing large budgets for staff and packages of care.
- Proven track record in managing performance and improving outcomes for people accessing care and support and their carers.
- Demonstrable experience of successfully leading and managing change.
- Experience of challenging, motivating and influencing senior management/politicians and key stakeholders both inside and outside the organisation.
- Experience of identifying risk and mitigating risks to operational service delivery across the department.
- Experience of successfully implementing strength-based practice models and ensuring support that residents in Lancashire receive is promoting independence, timely and proportionate.

Essential knowledge, skills & abilities

- Extensive knowledge of relevant legislation and experience of applying in complex settings.
- Detailed knowledge of adult safeguarding.
- Knowledge of strength-based practice models and the application when working with operational delivery pressures.
- Significant experience and understanding of local government, the political context, and the application of the technical/functional area of expertise within this environment.
- Excellent analytical skills, ability to interpret data and devise action plans based on results.
- Ability to lead, manage and motivate services/teams in a challenging and changing environment.
- Ability to provide significant management skills to help guide, shape, influence and minimise risk.

Essential knowledge, skills & abilities

- Ability to analyse and interpret statutory and policy frameworks and implement operational services which are compliant and fit with the wider organisational strategy.
- Ability to influence and negotiate with a range of stakeholders.
- Ability to challenge and influence at all levels. An effective, confident communicator demonstrating a high level of interpersonal skills.
- Ability to work to tight deadlines and produce written material to a consistently high standard.
- Self-motivated and able to motivate others whilst also effectively able to undertake challenging discussions operationally and strategically.
- Enthusiastic and visionary leader with the ability to harness involvement as well as confidence of staff and partners alike.
- Responsible for the delivery of key performance indicators and standards of practice.
- Quality of service and compliance against statutory, regulation and best practice standards and requirements.
- Achievement of service wide objectives and targets.
- Delivery of joint performance indicators and standards of practice with Partners and multi-agencies.
- To be responsible for and ensure the effective management of allocated budgets and other resources and ensure that plans for any expenditure reductions that are required, are delivered.
- To provide effective management of staff, including recruitment, training, development and appropriate application of policies and codes of practice on staffing matters.

Other essential requirements

- Commitment to Diversity & inclusion through the ongoing development of an Inclusive workplace.
- Commitment to health and safety.
- Display the LCC values and behaviours at all times and actively promote them in others.
- 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.



Job Description - Director of Strategic Commissioning & Quality

Salary £105,326 - £114,339

Location - County Hall, Preston

Purpose

- The Director of Strategic Commissioning & Quality is a critical role at Lancashire with responsibility for setting the strategy of adult social care, working collaboratively across communities, partners including the NHS to deliver good outcomes for Lancashire residents with available resources.
- You will providing strategic leadership, direction and assurance across the functions of collaborative commissioning, market shaping, quality assurance, safeguarding and professional leadership (Principal Occupational Therapist and Principal Social Worker).
- This role working closely with People and Operational functions will lead on ensuring horizon scanning, key policy changes and business intelligence informs the delivery of LCC Council Plan and vision, with a focus on delivering equity in experience, outcomes and offer across Lancashire including the adult social care workforce within and external to the workforce
- A key requirement will be to work closely with NHS partners, joint commissioning with strategic partners in Health, market shaping for sufficiency and sustainability and leading on learning and innovation to develop new models of care and support in neighbourhoods and communities
- There will be a requirement to be a key member of the council extended directorate leadership team, and you will have responsibility for leading council wide initiatives and working collaboratively with associated functions for example People services and Place based services.
- You will also lead Lancashire County Council's strategic approach to re shaping the role of the directly provided services and implement a commissioning relationship with these functions.
- A key requirement for this role is to deliver value for money in the way adult services commission and directly delivers care and support. The post holder is therefore required to lead the directorate in understanding unit costs of care, gaps in the care market and identifying the most effective and efficient commissioning solution.
- You will lead, develop, and manage areas of strategic work and engagement with a wide range of NHS and other key partners and stakeholders including the Lancashire and South Cumbria Integrated Care System (ICS) and wider integrated partnerships across the commissioning and provider functions and be a key role to enable growth across the voluntary, community and faith sectors in Lancashire.

- You will be responsible for the adult social care and integrated commissioning cycle (analyse, plan, do, review), contract management, quality, brokerage, and in-house provider functions to lead and manage the highest standards of care of all LCC CQC registered and non-registered provision across the County.
- You will ensure that a comprehensive range of quality, equitable and evidence-based services are commissioned within available resources and that a wide range of care and support services is available to meeting its statutory duties to high standards to meet the CQC standards.
- You will have strong working relationships with key executive leaders in the external care market, the voluntary, community and faith sector and the Integrated Care Provider Collaborative.
- Reporting to and deputising, as required for the Executive Director of Adult Services, and work as part of the Director Leadership Team. You will drive forward with leadership colleagues the delivery of the directorate's vision – Living Better Lives in Lancashire. Linked to the Lancashire mindset, provide visionary leadership within Adult Services across the core priorities of workforce and culture, quality and practice, performance, transformation, and budget management.
- You will brief elected members in relation to strategic commissioning and the wider corporate priorities including the care market re-shaping and oversight.
- This position requires a visionary leader who embodies the council's core values. The successful candidate will demonstrate a commitment to the 'Leading Lancashire' leadership framework, ensuring excellence in the commissioning of services and care market provision and delivery to ensure high-quality, cost-effective services are in place to members of the public who need care and support within their communities.

Role specific responsibilities

- Offer visionary direction, leadership and line management to the commissioning services to deliver a sustainable, efficient and effective strategy for adult social care market in Lancashire. The successful candidate will demonstrate a commitment to the 'Leading Lancashire' leadership framework, ensuring excellence in social work practice and operational service deliver to members of the public who need to access Adult Social Care services.
- Lead and shape commissioning and delivering the Living Better Lives in Lancashire community-based/Home First model in delivering care and support via strong partnerships with the Public Health, NHS, District Council's, Care and Housing Providers.
- Acting as the DLT lead for the Adult Services savings programme; Integrated Commissioning, Prevention, Carers, NHS Community Services transformation, Better Care Fund and contribute to the county council's Asset and Finance Boards.
- Provide effective leadership, management, and development of a motivated, performance focused workforce in relation to commissioning and market shaping.
- Ensure a trained, professional, effective, and committed workforce is in place to drive forward service standards and positive outcomes for the people of Lancashire whilst ensuring and maintaining 'Good' ratings on any inspection outcomes.



- Working closely with the Principal Social Worker and Principal Occupational Therapist, provide leadership and support in ensuring operational social care teams are inspection ready in accordance with the Care Quality Commission (CQC) regulatory framework.
- Lead and oversee the development and implementation of strategic business plans in line with the core purpose and objectives of Adult Commissioning, Provider Services, Care Market oversight and Prevention.
- Lead on reviewing, developing and implementing commissioning strategies and strategic reviews (e.g. inhouse residential and day care services, prevention) to deliver value for money for the council.
- Ensure the service, working with corporate colleagues, takes responsibility for all elements of the commissioning cycle for adult services, including demand and needs analysis, development of commissioning models and outcomes frameworks, engagement with key stakeholders, market development and market management, effective procurement activity and appropriate contract and quality monitoring and review activity to inform future intentions and service redesign.
- Ensure strategic commissioning intentions and integrated commissioning support the Council's corporate vision, strategies and objectives and lead the development and coordination of service plans which enable the delivery of corporate and directorate priorities.
- Identify and mitigate any risk within Adult Services provider and commissioning services and oversee improvement programmes offering corporate assurance to services that have recommendations following CQC inspection.
- Responsible for ensuring that strength-based outcomes frameworks apply to commissioned services that reflect the national, regional and local legislative and policy drivers and reflect the needs and aspirations of local people leading the co-production of services with people who use them.
- Creating an environment for change so that 'traditional thinking' is challenged, and innovative, evidence-based solutions are pursued at pace, to deliver quality, achieving integration and best value for money leading and strengthening the council's relationship with NHS and wider providers.
- Director responsibility in accordance with the scheme of delegation to ensuring the achievement of the annual budget targets, including savings and income generation as appropriate.
- Deputise as required for the Executive Director at internal and external senior leadership forums and statutory boards.



Person Specification - Director of Strategic Commissioning & Quality (Grade D2)

Essential Qualifications

- Degree qualification or equivalent professional / managerial qualification relevant to Health and Social Care working within the Public or Independent Sector

Essential Experience (all is expected to be at a senior management level)

- Significant and a demonstrable track record of director level experience in leadership and management across a range of functions with a focus on good outcomes and financial sustainability
- Evidence of offering visionary leadership to drive innovation and creativity and adapt to policy and national policy shift across a range of functions and professional leadership setting strategic intentions to enable the council to deliver its Care Act responsibilities.
- Evidence of leading change programmes that have delivered a return on investment, value for money and improved outcomes for people and the organisation we support.
- Experience of managing change and building collaborative partnerships with a wide range of stakeholders including community based organisations, suppliers and public sector.
- Ability to communicate and liaise within political structures and to operate sensitively and efficiently within a political environment.
- A demonstrative record of leading and managing change on a large scale, including delivery of savings within a complex environment, experience of working strategically and with a future focus.
- Working across services outside of the area of responsibility to ensure delivery of key objectives with wider partners across the commissioning remit e.g. negotiation across pooled budget areas, integrated packages of care and working together to strengthen the integration and collaborative working.
- Significant experience of using business intelligence to commissioning, planning, reviewing and delivery of high-quality services across the health and social care sector based on meeting Lancashire residents needs and having financially sustainable models of care
- Significant experience of overseeing organisational assurance programmes linked to CQC regulatory inspections.
- Experience in the management of delivering positive outcomes for service users through the commissioning function.

Essential knowledge, skills & abilities

- Ensure that the local commissioning system is focused on the delivery of high quality, value for money integrated services driving forward a culture of continuous and ambitious improvement strategically and operationally.
- Extensive knowledge of relevant legislation and regulatory standards through experience of applying within complex settings for e.g. wide range of legislation and professional standards.
- Develop and embed integrated commissioning services using a co-production approach which provides meaningful opportunities for local people who use services to engage as equal partners in the commissioning, monitoring and review of services.

Essential knowledge, skills & abilities

- Contribute to the development of the council and directorate's medium - and long-term vision and strategy including the financial requirements whilst ensuring remedial action plans are put in place where variances are identified that could compromise any of the statutory duties (including financial obligations of the partners that we work with).
- Ability to undertake strategic reviews, creating business cases and financial modelling to make decisions on commissioning strategies and future council direction of managing the care and support market across Lancashire.
- Implement a framework to measure the impact of commissioning strategies on the long-term financial model and annual operating plans can be measured, ensuring effective benchmarking of efficiency and value for money as part of the annual service redesign programme.
- Ability to utilise significant judgement to lead the design and delivery of commissioning, working closely with the ASC operational business to resolve any service issues / improve services, including creative and innovative thinking and risk assessment.
- Lead and support partners to develop plans for further pooling of budgets, ensuring that the necessary engagement and consultation is undertaken and that operating models take account of agreed changes.
- Ability to manage strategic high level and operational relationships with managers, members, stakeholders and key partners to develop and build strong and effective working relationships to deliver key strategic priorities and manage any risks to the service delivery appropriately.
- Ability to be innovative and creative, analyse complex problems and develop business models to investigate several options/solutions and their viability, evaluating the risk against a shifting political and financial background.
- Ability to communicate complex and potentially sensitive/contentious information clearly and effectively in both written and verbal forms to a variety of audiences and through a number of different channels.

Other essential requirements

- Commitment to Diversity & inclusion through the ongoing development of an Inclusive workplace.
- Commitment to health and safety.
- Display the LCC values and behaviours at all times and actively promote them in others

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.



Leading Lancashire

Leadership responsibilities and expectations

Responsibilities Level 1 & 2

Navigating Lancashire County Council's leadership landscape involves three focal areas of responsibility: Leading Self, Leading Others, and Leading Lancashire County Council. These responsibilities serve as a guideline for cultivating personal growth, developing effective teamwork, and achieving impactful outcomes. It's important to note that these are Lancashire County Council's generic Level 1 & 2 leadership responsibilities, and role-specific duties are not included.

LEADING LANCASHIRE COUNTY COUNCIL

- Develop and implement long-term strategic plans
- Ensure governance and compliance
- Maintain organisational effectiveness
- Deliver financial efficiencies
- Manage and develop strategic relationships
- Promote transparency and accountability
- Advocate for public interest
- Lead change and drive innovation
- Risk management, including contingency and succession planning
- Engage in public relations

LEADING SELF

- Know your role and demonstrate accountability
- Recognise your presence and impact, ensuring you're aligned with the Leading Lancashire framework
- Treat others with fairness and respect
- Continuously develop professional and leadership skills
- Build a strong professional network
- Balance your priorities for the good of your health and wellbeing

LEADING OTHERS

- Provide a healthy and safe workplace
- Value individual and team contribution
- Demonstrate genuine care and interest in our people
- Develop a culture of continuous improvement
- Enhance collaborative practices
- Resource appropriately and efficiently
- Clarify roles and expectations
- Champion diversity, equity, equality and inclusion
- Maintain strong relationships and enhance collaborative practices
- Manage performance and behavioural issues



Terms of employment and employee benefits

Salary

The Grade Director 2 scale is £105,326 - £114,339 pa, increasing in four increments.

Annual leave

A minimum of 26 days' annual leave, increasing to 32 days after 5 years' continuous local government service, plus 8 public holidays and 2 extra days' leave at Christmas.

Additional annual leave purchase scheme

The ability to purchase an additional 20 days' leave, allowing you to maximise your work/life balance and make the most of your time away.

Relocation expenses

Up to a maximum of £10,177 (net of VAT) with a further £2,000 available in certain circumstances.

Car lease

You will be eligible to access the council's car lease scheme for senior officers or an alternative annual cash amount of £5,300 per annum.

Flexible working

We have an overall commitment to exploring flexible working opportunities. From experience we know that a flexible approach can benefit both you and us and we have support in place for our teams to access.

Our approach to recruitment

Our approach to recruitment is to ensure that all applicants are evaluated equitably based on their leadership and technical competencies. This will involve a comprehensive assessment process that includes structured interviews, skills evaluations, and peer/stakeholder reviews. By implementing these measures, we aim to create a fair and transparent selection process that identifies talent and potential.



Pension

A generous Local Government Pension is included with the role plus option to contribute to shared cost AVC's.

Shared cost AVCs

These differ from normal AVCs that other organisations can offer as we also contribute to your AVC when you do.

Conditions of service

The conditions of service are those set by the National Joint Council for Local Government Services and by the county council

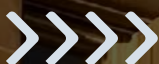


Our vision

We are building a better Lancashire where everyone can live their best life through stronger communities, a growing economy and high-quality public services.



Lancashire
County Council



Our ambitions



Better lives for all

We will ensure more children and young people have the best start in life, families are more resilient, adults are supported to live more independent lives, and that everyone can live a healthy and happier life.



Economic ambition

We will work with the business community to equip people with the right skills to secure rewarding work, invest in Lancashire, improve transport and digital connectivity, and grow the local economy.



Stronger communities

We will ensure our communities are safer and more resilient, encourage people to play their part, promote our rich heritage and culture, and protect our environment for future generations.



Thinking differently

We will focus on delivering high-quality public services, providing the right help at the right time, embracing digital and technological innovation and developing the best possible workforce.

Our values

- Supportive
- Innovative
- Respectful
- Collaborative

Working together

- With residents
- With partners
- With councillors
- With colleagues

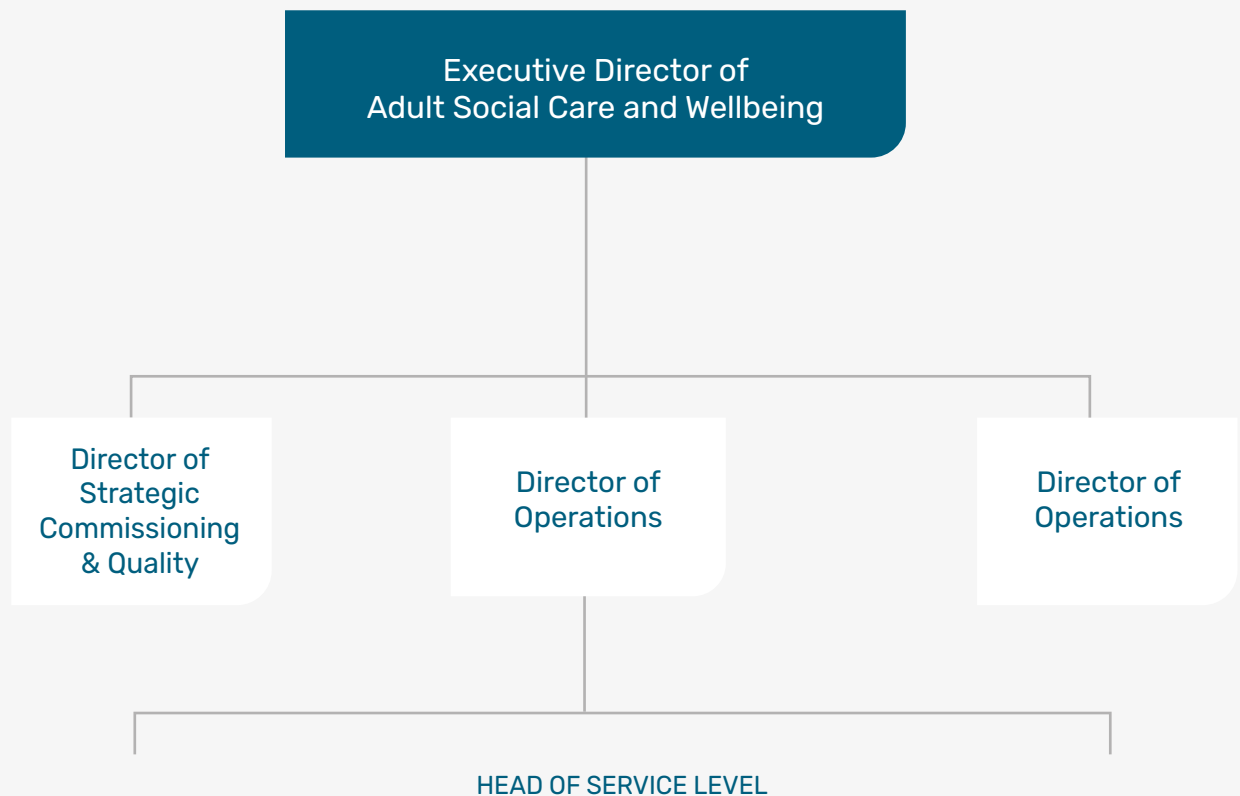
Being accountable

- Managing performance
- Delivering our priority programmes
- Balancing our budget

Our Council Plan outlines our vision and priorities through to 2030, find out more at lancashire.gov.uk/council-plan.







Management Structure

Political composition of the county council

There are currently 84 county councillors elected to cover all the electoral divisions in the 12 Lancashire district areas. In Lancashire there are two unitary authorities (Blackburn with Darwen, and Blackpool). Lancashire county councillors do not represent these areas.

The County Council Elections took place on Thursday 1 May 2025. For the latest news and information on the political composition of the county council visit lancashire.gov.uk/elections



How to apply

Submit your application

You must apply for these roles via our jobs web page. Please follow the below links:

[Director of Operations](#)

[Director of Strategic Commissioning and Quality](#)

For more information, please email Sophie Fowler: sophie.fowler@lancashire.gov.uk

Closing date for both posts: Sunday 8 June 2025

Recruitment timetable

Closing date for application	8 June 2025
Shortlisting	w/c 9 June 2025
Technical Interviews	23 & 24 June 2025
Final Interviews	25 & 26 June 2025



