

Job Profile: Strategic Lead for Target Operating Model Delivery

Grade: RB5

HAY ID: 424

Date created: April 25

About the Job:

This role is integral to our Adult Social Care (ASC) Senior Leadership Team, deputising for the Director when needed and spearheading strategic developments and operational services to ensure positive outcomes for Gloucestershire residents. The role is responsible for ensuring that the work supports achieving the council's strategic and priorities as well as fostering collaboration between social care and health services to maximise the benefits of joint working. The post holder will lead various programs aimed at improving and transforming service delivery, ensuring compliance with the Care Act 2014.

The focus of this role is on enhancing our delivery model and operational practices across the service. The post holder will ensure our service model can meet demands while safeguarding individuals in complex and vulnerable situations, achieving value for money, and connecting people to community resources to promote independence. They will uphold high standards of practice and outcomes, ensuring the Council's statutory duties are met within the available financial and staffing resources.

Given the dynamic nature of the service areas, the role requires significant flexibility as services evolve. The post holder will have strategic lead responsibility for designated programs within the Service and Transformation Plans, including financial and workforce planning processes.

The post holder is accountable for the health, wellbeing, morale, and resilience of staff across the services. They will cultivate a culture of learning and performance, understanding the pressures impacting the services and finding ways to mitigate them. Positive communication, engagement, and consultation about challenges and successes are expected, especially during times of change. The post holder will demonstrate a strong commitment to continuous professional development, enabling staff to access learning opportunities that enhance their skills in working with people who come in contact with and draw on our services.

Central to this role is ensuring the achievement of key objectives across our programs and leading operational implementation. Current key programs include preparation for legislative changes and the design and implementation of our target operating model, which involves significant change to how we arrange and deliver our services. This requires an innovative and driven approach led by experience in working within adult social care and rooted in social care values. Change is required across the service under the broad areas of Pathways to Independence, Prevent, Reduce, Delay and Customer Experience, and includes identifying and leveraging opportunities in technology and digital innovation.

This is what we need you to do...

- Fully deputise for the Director in all aspects of the role, representing the service at local, regional, and national forums to ensure the Gloucestershire ASC service is professionally portrayed at all times.
- Leverage experience from previous strategic change projects in adult social care to lead research, make recommendations, and implement transformation. This ensures alignment with changes in national legislation and best practices, focusing on strengths-based and personalised approaches, positive risk-taking, and leading their implementation within the service.
- Lead large-scale change and development projects, supporting the overall effective delivery of Adult Social Care.
- Demonstrate effective leadership of ASC by creating an environment where strengths-based social work can thrive, ensuring the successful implementation of a strengths-based approach across the service.
- Maintain a strong customer focus throughout strategic and operational delivery, and promote multi-disciplinary and joint approaches to support positive outcomes for people and carers.
- Ensure services contribute to improved outcomes for customers and deliver the council's plans, priorities, and strategies that achieve value for money and adhere to best practices.
- Develop a learning and performance culture where all staff at all levels are expected and enabled to develop their experience, knowledge, and skills, and fully accept accountability for the quality and impact of their practice.
- Enhance staff resilience and morale through effective communication, engagement, and involvement in key decisions and proposed changes.
- Provide advice and support to elected members in collaboration with the Senior Leadership team, ensuring clear communication and delivery of council, cabinet, and scrutiny objectives.
- Exhibit leadership by role modelling and championing the council's values, including equality, value for money, sustainability, and safety.
- Support and implement an effective risk management approach in all areas of work.
- Collaborate with other senior leaders (including strategic commissioners) across the Council and partner agencies to ensure ASC services align to the Council and system wide strategies.
- Deliver expert analysis of quality assurance and performance data reports for the service, addressing any identified shortfalls and challenges with a proactive and adaptive approach.
- Be accountable to the Director for design decisions that deliver sustainable, high quality services, ensuring funds are used effectively and creatively to achieve the best possible outcomes for individuals in need of care and support, maximising available resources.
- Address concerns and complaints professionally and promptly as they arise.
- Model commitment to continuous professional development and continuously explore opportunities to improve the quality of practice and effectiveness of services.
- At all times, show a tangible commitment to fairness and quality, and positive action to overcome prejudice and discrimination.

Special Conditions

- This position is subject to an enhanced Disclosure and Barring Service (DBS) check, and you will be asked to apply for a DBS check, if you are offered the position.
- The post involves travel throughout the County and may involve further travel as required.
- The post will involve working outside of normal office hours at times, including management cover for out of hours services.
- The post will be part of the Council's Emergency Welfare Team cover.

Monitoring and ongoing development of outcomes

As part of the annual appraisal, outcome based targets will be developed in conjunction with the post holder and will supplement this job profile. The job profile will be subject to regular review and the council reserves its right to amend or add to the accountabilities listed above.

The ideal candidate will have...

Experience

- Proven senior operational leadership and management experience in sectors which have led to positive and improved outcomes.
- Experience of leading and managing successful strategic and operational developments which have achieved high level change and performance improvement.
- Significant experience of leading effective inter-agency and partnership working for the planning, commissioning and delivery of services which have led to positive outcomes.
- Leadership of high-performance management teams which has secured excellent day to day operational practice.
- Successful financial management of major budget resources
- Experience of providing supervision and coaching or mentoring to senior personnel.

Knowledge, Skills and Understanding

- In-depth knowledge and understanding of the legal and policy framework in relation to adult social care and wide knowledge of other relevant legislation.
- Ability to interpret legislation and national policy and translate these into effective local strategies and protocols.
- Ability to prepare, collate and interpret briefings, reports and undertake presentations to diverse audiences.
- Ability to make challenging, complex and critical decisions.
- Strong leadership skills with the ability to provide clear direction and get ownership of service aims.
- Demonstrable track record of motivational leadership and management.
- Political awareness and understanding/experience of working in a political environment.
- Ability to communicate, influence and negotiate at all levels of an organisation.
- Ability to lead in the senior leadership context of the organisation

Behavioural attributes

- Demonstrates Gloucestershire Leader/Employee Behaviours.
- Demonstrates GCC values at all times
- Able to respond to a changing pattern of demand at work which can be unpredictable and unplanned requiring constant shifts of priority providing direction to staff and partners.
- Works collaboratively with different groups of people and organisations.
- Creates a learning environment to get the best from themselves, individuals and teams.
- Acts as a good role model providing inspirational and credible leadership.
- Achieves corporate objectives by building on performance and team strengths, through strong relationships both inside and outside the organisation.
- Removes barriers to effective partnership working.
- Personal credibility to provide leadership for professionals and other senior people within partner organisations.
- Able to cope and function effectively when working in a pressurised and rapidly changing environment.
- Politically astute.
- Emotionally resilient.
- Flexible, creative, self-starter, focused, able to understand how their approach impacts on others and can adapt it to suit different audiences and situations.
- Organised and able to meet tight deadlines.

Education & Qualifications

Essential

- Registered Social Worker or Occupational Therapy professional
- Educated to degree level relevant to the role or equivalent experience (as outlined in the job description – 'Experience of..' section)
- Evidence of ongoing relevant professional and managerial development

and understanding of how this influences own role and accountabilities.

- Effective financial management skills and of resource allocation techniques

