

# Adult Services

## Senior Service Manager - Operations

### Job Description

<b>Directorate:</b>	Adult Services Directorate		
<b>Service:</b>	Adult Services		
<b>Location:</b>	County Hall		
<b>Salary range:</b>	£66,336 - £72,150	<b>Grade:</b>	13
<b>Reports to:</b>	Director of Operations		

#### Job purpose and scope

As Senior Service Manager this role plays a pivotal leadership role in shaping and delivering high quality adult social care services across Lancashire. With a strong focus on strategic planning, innovation, and partnership working, the postholder will ensure that services are person-centred, outcomes-focused, and compliant with all relevant legislation and standards

This role is responsible for driving continuous improvement and operational excellence across a broad portfolio of adult social care services. You will lead and inspire multidisciplinary teams, providing expert guidance and professional development to ensure consistent, high-performing practice.

Working collaboratively with internal colleagues, health partners, the voluntary sector, and other key stakeholders, the postholder will champion integrated approaches that deliver value for money and deliver living better lives in Lancashire.

The scope of the role includes significant decision-making authority, oversight of complex service delivery, and accountability for ensuring that services are responsive, resilient, and aligned with both local and national priorities.

#### Performance Indicators

- Excellent understanding of Service objectives, as well as the Corporate Plan and Adult Social Care vision – Living Better Lives in Lancashire.
- Supporting the Service to ensure that the Corporate Leading Lancashire Framework and Lancashire Mindset is embedded across the Service area.
- Quality of advice/service against legal, statutory, safety and best practice standards.
- Achievement of relevant service targets and KPI's
- Adherence to the Scheme of Delegation.
- Ensuring the delivery of services in line with policies and procedures.
- Visible management oversight ensuring 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.

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### Accountabilities/Responsibilities

- Shape and steer the delivery of service improvement programmes, business plans, and performance targets—ensuring alignment with strategic priorities and a relentless focus on quality, innovation, and outcomes.
- Provide high-level technical and specialist advice to the Heads of Service, offering guidance that informs strategic decisions, drives innovation, and ensures compliance with evolving legislation and policy.
- Lead with credibility and confidence, offering decisive direction that influences and enhances the operational delivery of adult social care services across Lancashire.
- Ensure the management of robust assessment & review arrangements for the end-to-end process which aim to protect individual rights and continuously improve outcomes for individual service users and their carers, and which inform improved practice and service delivery.
- Represent the service at key boards, partnerships, and planning groups—shaping strategic direction and aligning service priorities with wider organisational goals.
- Analyse complex data and financial information to monitor team progress, identify trends, and enhance systems that support evidence-based decision-making and service improvement.
- Build strong relationships and influence at senior levels across the organisation and with external partners. Inspire and lead diverse teams to deliver high standards of service and professional conduct.
- Understand and recognise national, regional, and local developments - embedding good practice and ensuring services remain responsive and future-focused.
- Deputise for the Head of Service as required and take a lead for projects/initiatives as 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**

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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.

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### 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 professional qualification or equivalent in Health & Social Care e.g. Social Work / Occupational Therapy Degree; Diploma in Social Work.
- Registered with Social Work England / Health and Care Professions Council (HCPC).
- Evidence of management training, qualification or participation in a recognised leadership programme.
- Demonstrate commitment to ongoing learning / professional development.

#### 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.
- Experience of transformation of social care services
- Experience of engaging, guiding and influencing senior managers internally and externally with partners including Health, voluntary sector etc.
- Experience of leading, inspiring and motivating teams to drive service change and improvement forward, achieving high quality delivery within reducing resources
- Experience of delivering innovative solutions and driving continuous improvement

#### Essential knowledge, skills & abilities

- 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.
- Effective Leadership and Management modelling the values and behaviours present within the Lancashire mindset as part of Lancashire's Leading Lancashire Framework.

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- Experience of working within demanding budget constraints within a challenging financial landscape.
- Ability to quickly build credibility with senior managers and stakeholders both internally and externally
- Ability to develop strategy, new initiatives and new ways of working, in line with statutory/legislative/corporate requirements affecting adult social care and/or health care
- Ability to work creatively and innovatively to solve problems and improve services for the benefit of all organisation and residents of Lancashire
- 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.
- Successful experience of partnership working across and within agencies and communities to achieve large scale change.
- Undertake Emergency planning and Health & Safety duties commensurate with the post and/or detailed in the Directorate's Health and Safety Policy.
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### 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.
- 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).*