

Director of Provider Services

Service	Reporting to	Location	Salary
Adult Social Care	Executive Director Adult Social Care and Health Partnerships	Salford	Band C, JNC for Chief Officers

About the role

Role purpose

The Director of Provider Services will provide strategic and operational leadership for Salford City Council's in-house Adult Social Care provider services, ensuring they are safe, high-quality, person-centred, financially sustainable and inspection-ready.

The postholder will lead the continued stabilisation, integration and modernisation of services returned to Council leadership, establishing clear standards, governance, performance grip and quality assurance across regulated and non-regulated provision.

Working through Heads of Service, Registered Managers and enabling corporate functions, the Director will ensure Provider Services deliver excellent outcomes for people who draw on care and support, support independence and prevention, contribute to Adult Social Care reform and provide strategic capability to the wider Salford health and care system.

Portfolio scope

The portfolio includes Council-delivered Adult Social Care provider services, including CQC-regulated and non-regulated services, community hubs/day opportunities, short breaks/respite, supported tenancies, Shared Lives, specialist support, Care on Call/technology-enabled care, equipment-related services where transferred, and any future direct-to-person services agreed through the Adult Social Care Target Operating Model and Unify governance.

- The post is accountable for provider service delivery, quality, workforce, finance, regulatory readiness and transformation. It will work closely with commissioning, operational ASC, public health, housing, NHS, VCSE and corporate services, while maintaining clear separation between provider delivery and commissioning decisions.
- This key role contributes to the corporate leadership of the Council, providing strategic leadership, direction and service expertise to the directorate and wider senior leadership team to deliver our 'This is our Salford' Corporate Plan priorities, providing advice to the Executive Director, Chief Executive, City Mayor, Councillors, senior leadership team and officers.
- Provide strategic leadership and oversight of key enabling functions that support the delivery of provider services, including finance, corporate services and operational support functions, ensuring effective alignment between service delivery, governance and resource management.

- Provide visible, strategic leadership for Adult Social Care services, which embodies the City Council's values and leadership behaviour framework and develops a culture that promotes innovation and creativity in service transformation and delivery.
- Provide visible, values-led leadership across provider services, shaping the future direction of council-delivered care in line with the Council's corporate priorities, Adult Social Care reform and the wider health and care system.
- As a member of the Adult Social Care Senior Leadership team, you will contribute to the leadership and strategic direction of the service, including decision making, formulation of priorities and policies and the development of effective collaborative working across the service and with partners.
- Provide strategic and operational leadership for the delivery of Adult Social Care provision, ensuring services are responsive, person-centred and delivered in line with statutory duties, regulatory requirements and the Council's commitment to strengths-based practice.

Key Outcomes	Expectations
Quality and safety	Provider Services consistently deliver safe, effective, caring, responsive and well-led support, evidenced through CQC outcomes, mock inspection findings, internal audits, safeguarding assurance, incident learning and complaints/compliments themes.
People's outcomes	People who draw on provider services experience support that is personalised, strengths-based and outcome-focused, with evidence of improved independence, wellbeing, choice, control and community connection.
CQC readiness	All regulated services maintain robust evidence of compliance, with clear improvement plans, accountable owners and regular assurance to ASC leadership.
Safeguarding and risk	Safeguarding practice, risk assessment, positive risk-taking, MCA/DoLS awareness and safe transitions are embedded across services, with clear escalation and learning routes.
Workforce	Provider Services have a stable, skilled, values-led workforce with strong supervision, mandatory training

Key Outcomes	Expectations
	compliance, reduced agency reliance, improved retention and clear leadership development.
Transformation	Service models are modernised to support prevention, independence, flexible support, community-based alternatives and reduced reliance on institutional care.
Finance and value	Services operate within agreed financial controls, demonstrate value for money and use cost, demand and outcome data to inform improvement.
Digital and data	Digital systems, record keeping and performance dashboards provide reliable insight into quality, safety, demand, productivity and outcomes.
Co-production	People supported, carers, families and staff are routinely involved in service design, quality improvement and evaluation.
System contribution	Provider Services act as a strategic asset within Salford's care market, supporting market resilience, innovation, prevention and partnership delivery.

Key outcomes

Governance

Lead a robust provider services assurance framework that triangulates performance data, quality audits, lived experience, safeguarding intelligence, complaints, workforce feedback, incidents and financial information, ensuring risks are visible, owned, escalated and acted upon.

CQC / regulated services

Ensure all regulated services are inspection-ready and improvement-focused, with clear accountability between the Director, Nominated Individual arrangements, Registered Managers, Heads of Service and quality assurance leads.

Co-production

Establish routine mechanisms for people who draw on support, carers, families and staff to shape service design, quality improvement, service model reviews and impact evaluation.

Commissioning interface

Work with commissioning colleagues to use provider insight, demand intelligence and service innovation to inform market shaping, while maintaining clear separation between provider delivery, commissioning decisions and independent quality assurance.

Digital and data

Sponsor the provider services digital and data programme, ensuring accurate records, digital care systems, dashboards, technology-enabled care, data quality and digital skills support safe practice, operational efficiency and evidence-led improvement.

Workforce

Lead a workforce strategy that stabilises services, reduces reliance on agency staffing, strengthens supervision and learning, improves mandatory training compliance, supports wellbeing and creates a visible leadership pipeline across Provider Services.

What we need from you

- Senior leadership experience in CQC-regulated adult social care provider services, including direct accountability for quality, safety, compliance, improvement and inspection readiness.
- Understanding of CQC nominated individual / registered manager governance, including how director-level oversight supports regulated activity. CQC Regulation 6 states that a nominated individual is responsible for supervising management of regulated activity and must have the competence, skills and experience to do so. GOV.UK's care workforce pathway describes nominated individual responsibilities including CQC communication, compliance, manager development, regulatory change, strategic planning, governance, QA, risk, business continuity, digital transformation and analytics.
- Proven ability to build quality assurance systems that test compliance, practice quality, impact and risk, rather than relying on documentation alone. Salford's QA review warned that completed documents do not in themselves evidence lawful, accurate, timely, proportionate or effective practice.
- Experience of workforce strategy across large frontline services: recruitment, retention, agency reduction, training, supervision, wellbeing, culture, employee voice and leadership development.
- Strong capability in data-led improvement, including performance dashboards, quality metrics, digital care records, data quality and evidence for CQC assurance.
- Experience of co-production and lived experience-led improvement, including with people who draw on care, unpaid carers and families.

- Ability to lead business continuity, emergency response and provider failure planning for council-delivered and market-facing services.

Our leadership behaviours

Our leadership behaviours are aligned to our values:

- **Leading Self** – making sure we are role modelling our values and invested in our own development, demonstrating integrity and authenticity.
- **Leading People** – where we create high performing teams, and a culture that is inclusive, open and where everyone has a voice.
- **Leading Salford** – setting the vision and purpose, and connection to the city, empowering others around you to ensure residents are at the heart of what we do.

Leading Self, through our values you will:

- Be confident in your ability to lead and making decisions, even in uncomfortable situations.
- Have self-control and self-respect, priding yourself on how you behave and stay calm under pressure.
- Take a selfless approach in the role you play as a leader and ambassador, serving the people of Salford.
- Pride yourself on being honest and showing integrity.
- Lead with passion and energy to motivate everyone around you.
- Be motivated and driven to overcome any limitations you may face.
- Be self-reflective and be your authentic self.
- Stay curious and always want to learn.
- Be empathetic and reflect and be conscious of your own biases and respect other people's perspective, building strong relationships, understanding how your own behaviours impact on others.
- Be flexible in your approach, build a trusting relationship with teams by getting to know them.
- Communicate effectively, and listen to understand.
- Coach and empower teams to find solutions, using a strength-based approach.
- Take accountability to ensure decisions are made impartially and fairly within the organisation.
- Prioritise key pieces of work that will have the most impact.
- Make yourself visible and approachable and personable.
- Be responsible for your own wellbeing, and an advocate for work-life balance.

Leading People, through our values you will:

- Lead by example and champion personal and professional development.
- Celebrate hard work and successes.
- Be ambitious and motivated, engaging with people in a positive and enthusiastic way, creating meaningful relationships.

- Work with other services and partners to deliver the best outcomes for our residents, bringing the 'Spirit of Salford' to life.
- Inspire people and share a clear vision and purpose that connects with people.
- Create an inclusive environment where everyone feels they belong, are treated fairly and have a voice.
- Manage performance fairly by focusing on results and outcomes, by setting clear direction and clarity.
- Be honest, even when it means challenging and having difficult conversations, and approach these with compassion and understanding, managing people's expectations
- Listen to people's views and bring them on the journey. Co production is just 'how we do things.'
- Take ownership, trying to get it right first time or learn from my mistakes.
- Get to know #TeamSalford and bring them together regularly.

Leading Salford, through our values you will:

- Take pride in delivering our service outcomes for the people of Salford, putting residents' needs before your own interest.
- Act and take decisions in an open and transparent manner. Not withholding information unless there is a lawful reason too.
- Think creatively and innovatively about our service and the future, promoting digital solutions.
- Look for opportunities to save money and generate income.
- Embrace a positive mindset when it comes to challenges and when communicating.
- Care about making a difference and see change as a positive for your organisation, encouraging people to generate new ideas.
- Encourage diversity and inclusion to represent the needs of our city.
- Understand our political context and how this supports our teams, services, and delivery for our residents.
- Believe in collaborating with colleagues and partners, working together across the organisation and the city.
- Horizon scan for risk and opportunities, embracing change and transformation, looking at the bigger picture and strategic vision.
- Think strategically about our service and business plans, managing resources and budget as if it were my own money.
- Use an evidence-based approach when problem solving to make decisions based on data and insight available.

Our organisation's values

We have four values: Pride, Passion, People, Personal responsibility.

[Our four values](#) are central to the way we communicate about the council and the way in which we behave with colleagues, customers, and partners - so that we live and breathe our values each day.

Our values



Pride

Passion

People

Personal responsibility

Application guidance

We are a values-based organisation so reflecting our values or a values-based approach in your evidence will support your application.

The different sections of this role profile are there to give you an understanding of the purpose of the role. The 'what we need from you' section outlines the minimum criteria you will need to meet within your application.