



Service Director: All Ages Commissioning Candidate Pack



Welcome from the Corporate Director, Community Wellbeing

Thank you for your interest in the role of Service Director: All Ages Commissioning and Resources at Herefordshire Council.

I could be biased but, in my view, this is one of the most exciting commissioning leadership opportunities in local government! We have a clear vision, ambitious transformation programmes and a commitment to supporting people to live independent and fulfilling lives. We are looking for an exceptional leader who shares our ambition and can help us shape the future of care and support in Herefordshire."



Our "Big 4" aspirations mean a major redesign of adult social care services focused on independence, prevention and sustainable care markets.

That redesign is underway and now we need someone to lead and develop it even further, embedding the way of working, strengthening relationships with providers and delivering the best for the residents of Herefordshire.

If you're up for the challenge, I'd love to hear from you!

Hilary Hall
Corporate Director, Community Wellbeing



The Role

This is a pivotal leadership role at a time of significant change for adult social care and local government.

As Director of All Age Commissioning, you will lead major commissioning portfolios across adults and children's services, oversee social care resources and income functions, and drive delivery of Herefordshire's flagship transformation programmes. The role provides the opportunity to influence services, markets and partnerships that support thousands of residents and shape the future sustainability of care and support across the county.

The Scale of the Opportunity

The successful candidate will lead a broad and diverse portfolio covering:

- Adult Social Care Commissioning
- Children's Commissioning
- Quality Assurance and Market Development
- Social Care Resources
- Direct Payments and Individual Service Funds
- Financial Assessments and Charging
- Appointee and Deputy Services
- Strategic Transformation and Programme Delivery

The breadth of the portfolio offers a unique opportunity to influence both strategic policy and day-to-day service delivery across the care system.



The Role

Working in Partnership

Success in Herefordshire is built on strong relationships. The Director works closely with:

- NHS Herefordshire and Worcestershire partners
- Care providers and market representatives
- Schools and children's services partners
- Housing organisations
- The voluntary and community sector
- Elected members
- People who draw on care and support, their families and carers

The role requires someone who can inspire confidence, build consensus and deliver change through collaboration.

Current Strategic Priorities

The successful candidate will play a leading role in delivering:

The Big 4 Transformation Programme

A major redesign of adult social care services focused on independence, prevention and sustainable care markets.

Personalisation and Choice

Increasing the use of Direct Payments and Individual Service Funds to give people greater control over how their support is arranged and delivered.



The Role

Market Sustainability

Developing stronger partnerships with providers and creating sustainable commissioning models for the future.

Children's and Adults Integration

Developing a coherent all-age commissioning approach that improves outcomes and maximises value across services.

What Success Will Look Like in the First 24 Months

We are seeking a leader who will help us:

- Successfully deliver the Big 4 transformation programme.
- Strengthen relationships with providers and partners.
- Embed innovation and digital approaches within commissioning.
- Expand personalised models of support.
- Improve outcomes for residents, families and carers.
- Ensure commissioning and resource strategies remain financially sustainable.
- Continue building an outstanding, ambitious and resilient commissioning function.

Why Herefordshire?

Herefordshire offers a rare combination of challenge, opportunity and quality of life. As a predominantly rural county, Herefordshire faces many of the same challenges experienced across the country, but with the advantage of strong partnership working, an ambitious transformation agenda and the ability to make a visible difference at system level. This is an organisation where senior leaders are close to decision making, where relationships matter, and where the impact of your work can be seen in communities across the county.



The Big 4 Transformation Programme

The Service Director of All Age Commissioning will lead delivery of Herefordshire's flagship adult social care transformation programme: The Big 4.

The Big 4 brings together four interconnected programmes that are reshaping how people are supported to live independent, fulfilling lives while ensuring services remain sustainable for the future. The programme focuses on helping people stay well for longer, reducing unnecessary reliance on institutional care, strengthening local communities, and building strong partnerships with providers and residents.

The four programmes are:

- **Care in Your Home** - redesigning home-based care around independence, reablement and local neighbourhood delivery.
- **Care Home Partnerships & Extra Care** - creating long-term partnerships with providers to improve quality, stability and outcomes.
- **Working Age Adults** - promoting independence, choice and community living for adults with additional needs.
- **Carers Matter** - strengthening support for unpaid carers who play a vital role in helping people remain independent.

Together, these programmes represent one of the most significant transformations of adult social care in Herefordshire in a generation.



The Big 4 Transformation Programme

As Director of All Age Commissioning, you will be responsible for delivering one of the most ambitious adult social care transformation programmes undertaken within local government.

Known as The Big 4, this programme provides a single strategic vision for how Herefordshire will support residents to live independently, achieve better outcomes and access high-quality care and support when required. Rather than four separate projects, the Big 4 represents one coherent transformation agenda built around prevention, independence, community capacity and sustainable care markets.

Why The Big 4 Matters

Like many local authorities, Herefordshire faces increasing demand for care and support, an ageing population, workforce shortages, market fragility and rising financial pressures. The Big 4 has been developed to respond to these challenges by redesigning services around what matters most to residents:

- Helping people remain independent for longer.
- Delivering support closer to home.
- Strengthening communities and neighbourhood networks.
- Creating sustainable provider markets.
- Improving outcomes whilst ensuring value for money.

Programme 1: Care in Your Home

Care in Your Home is transforming traditional home care into a more flexible, neighbourhood-based model focused on outcomes rather than tasks.



The Big 4 Transformation Programme

The programme aims to:

- Support more people to remain at home safely.
- Increase the effectiveness of reablement and recovery support.
- Reduce avoidable admissions to residential care.
- Integrate discharge, reablement, home care and community support.
- Create sustainable local markets aligned to neighbourhoods and communities.

This programme is central to Herefordshire's ambition to shift support closer to home and reduce dependence on long-term institutional care.

Programme 2: Care Home Partnerships & Extra Care

Care homes remain a vital part of the care system. The Care Home Partnership programme seeks to move away from transactional purchasing towards meaningful long-term partnerships with providers.

The programme focuses on:

- Planned rather than crisis-driven placements.
- Long-term provider relationships.
- Improved quality assurance and oversight.
- Greater market stability.
- Better outcomes and experiences for residents and families.
- A stronger Extra Care housing offer where appropriate.

The ambition is to create a sustainable care home market that balances quality, affordability and future demand.



The Big 4 Transformation Programme

Programme 3: Working Age Adults

The Working Age Adults programme is designed to ensure that adults with disabilities and additional support needs are able to lead ordinary lives with greater independence, choice and control.

The programme includes:

- Supported living transformation.
- Greater use of personalised support models.
- Improved access to community opportunities.
- Better housing and care solutions.
- Enhanced use of Individual Service Funds and Direct Payments.
- Stronger pathways into volunteering, employment and community participation.

The programme aims to reduce dependency-led approaches and replace them with strengths-based, person-centred support.

Programme 4: Carers Matter

Unpaid carers are essential to the health and wellbeing of communities and to the sustainability of adult social care. Carers Matter aims to:

- Improve recognition and support for carers.
- Build stronger preventative services.
- Improve access to advice, information and community support.
- Reduce carer breakdown and crisis.
- Ensure carers are treated as equal partners in care planning.

The programme recognises that supporting carers often delivers the greatest impact on independence and quality of life.



The Big 4 Transformation Programme

What Success Looks Like

Success will mean:

- More people living independently at home.
- Reduced reliance on long-term care.
- Stronger relationships with providers and communities.
- Better outcomes for residents and carers.
- Increased use of strengths-based and personalised approaches.
- Sustainable, resilient care markets capable of meeting future demand.

Leadership Opportunity

The successful Director of All Age Commissioning will provide strategic leadership for the Big 4, working with elected members, providers, NHS partners, communities and colleagues across the Council.

This role requires a leader who can combine strategic vision, political awareness, commercial acumen and partnership-working to deliver system-wide change. The successful candidate will have the opportunity to shape the future of adult social care in Herefordshire and leave a lasting legacy for residents, carers and communities.



Our Offer

- **Salary range of £95,466 to £100,571 dependant on experience.**
- **Relocation packages:** support of up to £5,000.
- Enrolment in the **Local Government Pension Scheme (LGPS).**
- **Professional development-** comprehensive training and development programme.
- Generous annual leave: **31 days annual leave** (pro rata) plus bank holidays. You can also purchase an additional 10 days per annum (pro rata).
- **Flexible working:** including the potential for job-sharing, part-time hours and agile working.
- **Employee Assistance Programme:** 24/7 access to support and counselling.
- **Payment of professional membership fees** if the role requires it.
- **Pick your perks-** our benefits include access to a range of retail, leisure, holiday and health benefits. This includes savings, cash back and discounts.

The Council has recently undergone a transformation programme allowing it to be a modern, vibrant workplace where creativity and collaboration is actively encouraged and staff feel engaged and empowered. Employees are provided with choice, tools and the environment to achieve the aims of their role. Central to our vision is recognising the importance of a good home/work life balance, with the opportunity of hybrid working available.



About Us

We're proud and excited to unveil [our new recruitment video](#), a celebration of Herefordshire's people, places, and purpose. Set in the heart of England and filled with pride, compassion and possibility, the video brings to life what it means to work somewhere you truly belong.

At Herefordshire Council, every role matters and every person makes a real difference for our communities. We're a team where people feel valued, supported and empowered to grow together.

You will probably have heard a lot about how beautiful it is in terms of countryside and open spaces (and it is!) but there is so much more going on here, including world-class cultural assets like the Mappa Mundi, vibrant theatres and a thriving food and drink sector. One of Herefordshire's biggest assets is the strong and diverse communities.

Our Talk Community approach brings that together supporting people to help themselves, encouraging them to help their communities and identifying how communities can help individuals.

Our ambitious transformation programme aims to further build on this to offer an all-age approach. We're excited about the potential of what we can achieve for the benefit of all residents of Herefordshire, stronger together and building brighter futures.



About the Team

The Director of All Age Commissioning leads one of the most influential functions within Community Wellbeing.

The service brings together commissioning, quality assurance, market development and transformation expertise into a single team responsible for shaping care and support services across the county. Alongside responsibility for adult social care commissioning, the directorate also leads strategic commissioning for children's services, ensuring a coherent all-age approach to planning, procuring and improving services that support residents throughout their lives.

Operating at the heart of the Council's transformation agenda, the team works collaboratively with NHS partners, providers, housing organisations, schools, the voluntary and community sector and local communities to deliver sustainable, person-centred services. Current priorities include delivery of the Big 4 transformation programme, market sustainability, personalised care, prevention and the development of innovative commissioning models that improve outcomes whilst ensuring financial sustainability.

The director also includes responsibility for Social Care Resources, providing critical support to the effective operation of adult social care. This includes oversight of financial assessments, charging and income processes, Direct Payments, Individual Service Funds, and the Appointee and Deputy Service, helping people to manage their financial affairs whilst ensuring resources are used effectively and in accordance with statutory responsibilities.

The successful candidate will lead a strong and committed leadership team and will have the opportunity to help shape the future direction of the service as it continues to evolve to meet the changing needs of residents and communities. All team members have had the opportunity to undertake Mastering Commissioning training this year and are leading the drive to implement AI opportunities in the system.

This role offers a rare opportunity to influence the future of commissioning across both adults and children's services, lead major system-wide transformation, and deliver meaningful improvements that support independence, strengthen communities and improve the lives of people across Herefordshire.





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