

POST TITLE:	Executive Director of Strategy, Involvement and Growth
DIRECTORATE:	Strategy and Growth
BAND:	VSM
REPORTS TO:	Chief Executive
ACCOUNTABLE TO:	Chief Executive and the Board
LOCALA VALUES:	Be Caring Be Ambitious Be Part of It
LEADERSHIP VALUES:	We lead with compassion We are ambitious We are ambassadors for Locala We focus on the customer We drive high performance We develop and empower all colleagues We are effective communicators We constantly build our knowledge and skills

KEY OBJECTIVES

1. To lead the Locala Workforce, ensuring our people and culture are at the fore of organisational strategy and delivery.
2. To act as Locala's Lead on all Commercial matters, ensuring we are well positioned and capitalising on opportunity to deliver against our growth objectives.
3. Lead on the growth and diversification of Locala's commercial portfolio, creating complimentary income growth and positioning Locala's services as class-leading quality and high-margin contracts amongst its competitors.
4. Through our enterprise and organisational strategy, develop a dynamic and agile culture, demonstrably using our social enterprise status to further our commercial and growth objectives.
5. Develop and implement our plans to increase colleague engagement and diversity, making us a leader amongst other community healthcare providers.
6. Lead Locala's ambition to have the most inclusive workforce of our peers in Community Health Care provision.
7. To develop and successfully implement plans to improve organisational productivity and efficiency, making tangible changes to support the organisations financial sustainability and growth.
8. To ensure Locala's brand is developed to support our increasing presence and market position.
9. To deliver on agreed objectives as defined by the Organisation's Strategy and associated business plans.
10. To effectively communicate core messages across the organisation and services, ensuring consistency across the Executive Management Team and full dissemination across colleagues.
11. To develop value-adding relationships across the system, ensuring common objectives are identified, developed and implemented to improve delivery across the system.
12. Contribute to the success of the Locala Board, the wider leadership team and Locala as an organisation.

KEY RESPONSIBILITIES

Strategic Leadership:

- Contribute to the development of a compelling organisational strategy and vision, articulating this effectively at all levels of the organisation, aligning all activities with strategic goals.
- Role-model the Locala values and the leadership values, ensuring these are embedded at all levels of the organisation.
- Lead the development and execution of strategic plans, ensuring they align with industry best practice, regulatory requirements, and the organisation's values.
- As a director of the company, meet responsibilities and obligations under the provisions of The Companies Act 2006.
- As a member of the Executive Management Team (EMT) and the Locala Board provide visible leadership to the Organisation and the directorate, engaging with colleagues and stakeholders to support delivery.
- Work constructively with partners to develop high-quality, safe services in line with system and Locala ambitions.
- Develop partnerships that support the Locala strategic ambitions of growth and partnership with a full understanding of the current and developing system architecture.

Financial Management:

- Contribute to the setting, management and monitoring of the organisation's medium and long-term financial strategies.
- Develop and manage the directorate's annual budget, ensuring financial targets are met and resources are allocated efficiently.
- Conduct financial analyses to identify areas for cost optimisation and revenue enhancement.
- Monitor financial performance metrics and implement corrective measures as needed.
- Lead service improvement and efficiency programmes and ensure they have the support they require to achieve the intended results.

Operational Excellence:

- Develop and implement operational strategies and business plans to enhance service delivery, streamline processes, and improve service outcomes.
- Collaborate across the organisation and system to ensure the effective utilisation of resources and the implementation of best practices.
- Embed a culture of continuous improvement, innovation, and excellence in patient care embedding QI (Quality Improvement) and performance improvement principles throughout the Delivery and Professionals Directorate.
- Lead the creation, management and continuous improvement of projects which will deliver sustainable change, transformational service redesign and significant cost improvement.

Stakeholder Engagement:

- Cultivate and maintain strong relationships with key clients, healthcare professionals, government agencies, and industry partners.
- Collaborate with EMT colleagues to identify and capitalise on business development opportunities.
- Serve as an advocate for Locala, representing its values and commitments.

Innovation and Technology:

- Identify and lead the adoption of cutting-edge technologies and innovative solutions to improve our services.
- Identify opportunities for research and development initiatives to stay ahead of industry advancements and position Locala as a provider of choice.
- Identify and implement digital and process improvement solutions that enhance service delivery and operational efficiency.

Team Leadership:

- Recruit, mentor, and develop a high-performing management team, fostering a culture of collaboration and accountability.
- Provide ongoing coaching and professional development opportunities to ensure team members reach their full potential.
- Promote diversity, equity, and inclusion within the directorate's leadership team and across the organisation.

Compliance and Risk Management:

- Lead the development and implementation of policies and procedures to ensure compliance with Locala's statutory and Community Interest Company obligations.
- Lead efforts to mitigate legal, regulatory, and operational risks, keeping the organisation's reputation and financial health secure.
- Lead development of effective systems, recording of evidence, being assured that colleagues have the right skills, abilities, and behaviours to fulfil the job. Ensure that all employment requirements such as registration are established.
- Lead transformational and other audit programmes and ensure that their findings are actioned.
- Ensure that appropriate governance is properly embedded in the organisation.

Quality Assurance:

- Establish and monitor key performance indicators (KPIs) to measure and improve the quality of our services.
- Implement quality assurance programs and accreditation processes to maintain and enhance standards.
- Embed safe processes and practices and a just culture of learning and improvement across the organisation.

Commercial Growth

- To develop the organisation's growth strategy identifying ambition for commercial growth, opportunity for increasing Locala's client base and where gaps in the market present opportunity for future expansion.

- Conduct market research and analysis to identify growth opportunities and potential risks.
- Working collaboratively with other business areas, develop pricing strategies and models to maximize revenue while remaining competitive in the market.
- Lead the identification of potential new business and partnerships and ensure these are reflected in the organisations strategic / operational plans and their potential maximised.
- Collaborate across the organisation and system to develop new delivery opportunities, marketing Locala as a provider of choice.
- Develop market-led strategies to increase Locala's reach and delivery across its targeted sectors for agreement by the Board.
- Increase Locala's brand and presence across key partners, sectors and the potential future client base.
- Develop brand and communication strategies as key enablers to Locala's growth ambitions.
- Develop strategic partnerships that contribute to Locala's strategic aims and provide presence and platform to the organisation.

Inclusivity

- To lead the development and implementation of Locala's inclusivity strategies.
- To be oversee the development of the Equality networks, providing leadership support to the groups in delivering their objectives.
- To champion inclusivity across the organisation, ensuring there is a communications strategy to support the visibility and workforce engagement with the work in this area.

Person Specification		
	Essential Criteria	Desirable Criteria
Qualification / Training	<p>Degree Level education, or possess relevant equivalent specialist skills, knowledge, training and experience.</p> <p>Post-graduate qualification or equivalent level of experience</p>	
Experience	<p>Successful track record of working Board level</p> <p>Experience of leading within organisations and particularly the development and implementation of strategies that have resulted in revenue growth, new services or Partnerships.</p> <p>Experience in delivering organisational growth and income diversification through service development, acquisition, partnership arrangements etc</p>	

	<p>Experience of effective partnership working with other agencies, third sector and stakeholders.</p> <p>Revenue growth achieved through tendering and proposals, supported by the development of research to inform opportunity pipelines.</p> <p>Experience of commercial business development (including production of complex business cases).</p> <p>Experience of developing and managing measurable marketing, communication and engagement strategies that support and strategic objectives.</p> <p>Successful track record managing multi-disciplinary functions and teams, with a range of professional services</p> <p>Significant experience of working in a commercial environment</p> <p>Experience of designing corporate functions to meet organisational need</p> <p>Successful track record of implementing digital solutions to effect large scale transformation</p> <p>Experience of driving inclusivity through the provision of services and workforce development.</p> <p>Experience and proven track record of quality assurance development and large-scale service development and redesign</p> <p>Excellent understanding of negotiation theory and practice and ability to achieve exceptional results</p> <p>Experience of managing a team, including delegation and oversee of duties</p> <p>Experience of planning and organising a broad range of complex activities,</p>	
--	---	--

	<p>formulating and adjusting plans to reflect changing circumstances</p> <p>Experience of developing strategic plans and ensuring delivery</p> <p>Experience of working with Stakeholders to develop performance improvement plans and to develop plans for innovation and opening up the market</p> <p>Proven ability to promote the organisation (especially its clinical work) effectively with external agencies and individuals (at the highest level)</p>	
Knowledge	<p>Financially literate with the ability to critically review, challenge and effectively utilise financial information for decision making.</p> <p>Knowledge of the role and function of a CIC and statutory organisations and the principles of corporate governance.</p> <p>Good understanding of growth, procurement (TOMs, PSR), contracting and strategic planning processes.</p> <p>An understanding of how to apply measurable social value to support strategic objectives.</p> <p>Proven ability to operate and think laterally at a strategic level, including well developed political awareness</p> <p>Proven ability to assimilate and understand the work of the organisation, its policy context, operational issues and challenges.</p> <p>An ability to think quickly and respond to situations, identifying risks, proposing solutions and strategies.</p> <p>Well-developed communication and influencing skills, with the ability to motivate teams and gain consensus at all levels within the organisation</p>	<p>Wide knowledge of relevant governance agenda and frameworks e.g., demonstrable through regional/ national roles.</p>

	Excellent analytical and evaluation ability, with particular emphasis on thinking clearly, creatively and strategically	
Personal Attributes	<p>Able to grasp vague concepts, e.g., forecasting market changes, and able to translate concepts into strategies, objectives and plans.</p> <p>Ability to think innovatively and develop new ways of working, continuously striving to improve services, systems and performance, embracing digitalisation.</p> <p>An ability to build excellent relations with a wide range of internal and external stakeholders and partners, engendering trust and confidence</p> <p>Resilient and tenacious</p> <p>Strong verbal and numerical reasoning skills</p> <p>Strong time management and prioritisation skills</p> <p>Good use of available information sources to enable efficient and effective planning</p> <p>Ability to work under pressure and to tight and often changing deadlines</p> <p>Ability to cope with rapid and sustained change and competing demands, managing priorities within tight deadlines</p> <p>Ability to convey sensitive information in a tactful and sensitive manner</p> <p>A leader with personal and professional credibility</p> <p>Confident and able to inspire confidence in others</p> <p>Innovative and imaginative</p> <p>Ability to cope with distressing and emotional circumstances in a sympathetic and understanding manner</p>	

	Strong sense of integrity	
--	---------------------------	--