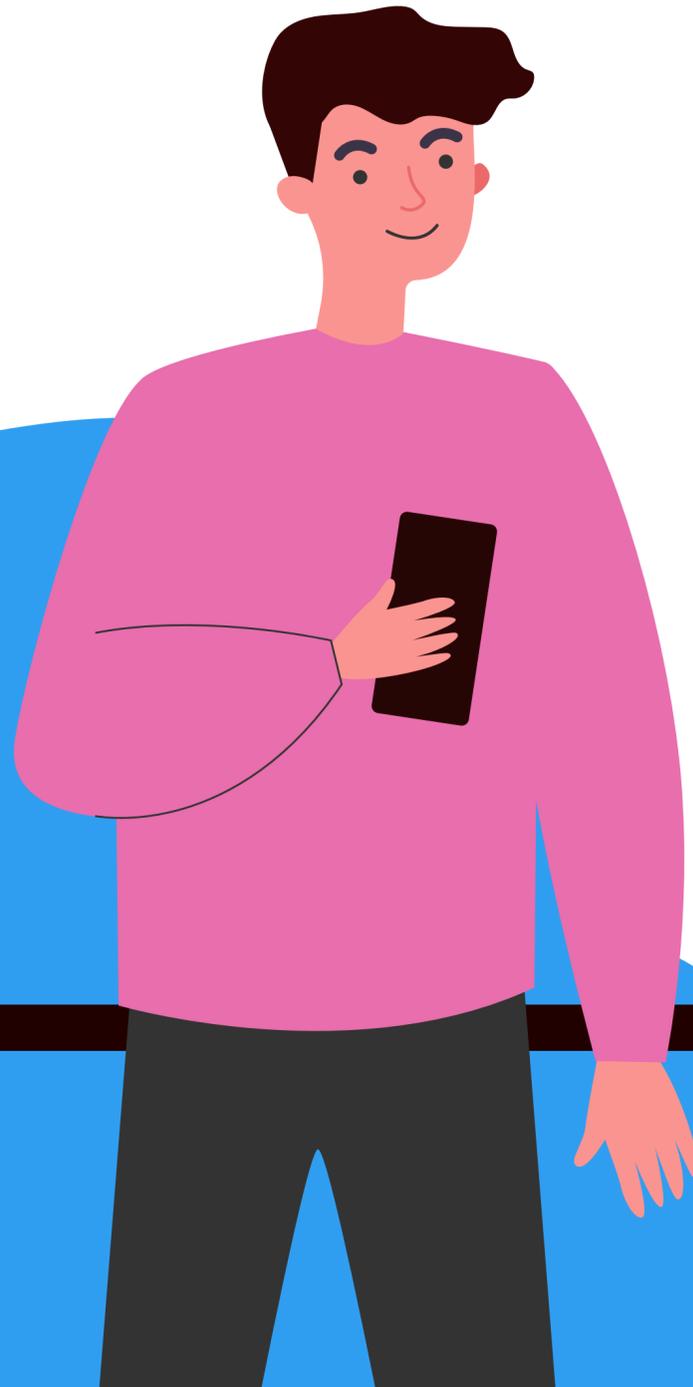


Leader Competency Framework



Skills

- Strategic thinking and planning
- Leading change
- Influencing skills
- Communication and engagement
- Problem solving
- Decision-making and prioritisation



Experience

- Delivering change
- Engaging practitioners, users, partners
- Working with technology
- Delivery



Characteristics

- Curiosity
- Persistence and resilience
- Passion and commitment
- Empathy
- Collaborative approach
- Confidence and openness
- Self-motivated and inclusive

Other useful skills:

- Project management
- Social care practice
- Analytics / data
- IT and / or experience of technology
- Commercial / procurement expertise
- Negotiation skills
- Communications
- Data protection

Who are Digital Care Technology Leads?

People working in councils leading care technology programmes are an emerging professional group. Their professional backgrounds and experience are varied; they may work in Adult Social Care, but they may also work in other teams or parts of the organisation involved in supporting adult social care. They may be directly managing care technology services or teams, or they may be delivering a more pure commissioning approach. Being a digital or technology expert is not essential; other skills are often more important. Whatever their background, they are likely to be commissioning a care technology supplier or service of some kind, seeking to deliver change, working to influence leaders, frontline teams and possibly partners.

Regardless of circumstances, people working in this field tend to be pioneers – breaking new ground and working in an area and a way that is new. This is both an exciting and challenging place to be. Often they are the most expert person in care technology in their organisation; this can be very empowering and sometimes isolating. At times it will need courage, resilience, curiosity, openness, empathy - a willingness to listen, flex and learn. People may find that they spend a lot of time outside their comfort zone – this can be exhilarating and also tiring. When it goes right the satisfaction can be immense.

At its heart this is a leadership challenge (even if people don't think they are leaders – they will be). And a complex process of change. And they will be trying to stimulate a movement for change – influencing and inspiring others to step up and in to the work they are involved in.

Wider team

Knowing where your strengths lie, and where you need help, is key to successful delivery. If you don't have a professional background in social care (social work or therapy) then you will need to have enthusiastic people you can draw on to make sure care technology is embedded in practice. If you do not have experience of commissioning or procurements then find a lead from this team who can guide you. Whatever your background you are likely to need to draw on skills, expertise and capacity from the wider organisation.

This is likely to include:

- Project management
- Social care practice
- Analytics / data and evaluation
- IT and / or experience of technology
- Commercial / procurement expertise
- Communication support
- Data protection and governance

How this framework was developed

This framework was developed from our experience of working with councils and care technology leads across England over 15 months. It captures what we have observed and learned about who is doing this work in councils, and what it takes to be successful. There is no "one size fits all" to who is best placed to lead this work. Local context and operating models are important considerations. It has been a privilege to see the commitment, ambition, hard work and tenacity of people at the sharp end trying to lead care technology programmes to make services better for local people; and to learn from their experiences.

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