



Chair

Welcome

Dear Candidate,

This is a pivotal time for all of us working in social care. The pandemic has highlighted the critical role that adult social care plays in underpinning our society's wellbeing and as we emerge from the restrictions, Skills for Care has an important role to play in equipping those who work in the sector to deliver safe, effective, personalised and responsive care.

Following seven years of skilfully leading our Board, Dame Moira Gibb has completed the maximum term of appointment and we are now seeking her successor to lead us in our next phase of development.



This is no ordinary Chair position. We have a high calibre and large Board, and a strategic position close to the heart of decision making about the future of social care in England. We have adapted well to Covid 19 ways of working and our workforce is positive and committed. We have a good mix of well-established and relatively new members in the senior team who work well together. We have set out our strategy for the next three years which will help us deliver even greater impact on the 1.5 million workforce in social care and this is integral to our future. Our new Chair will be central in enabling us to deliver all it is intended to achieve.

We are seeking a politically astute, strategic leader with a strong track record of chairing a Board and of leading an organisation within a complex system. You will be a good advocate and ambassador who is committed to achieving positive change for people who both work in and receive social care. With an understanding of the issues facing employers in the sector you will bring the intellectual skills and emotional intelligence to lead our Board with both purpose and humility.

Whatever your background you will share our vision for a diverse and inclusive social care workforce that is supported and equipped to deliver their very best. This is a role rich in both complexity and opportunity. If you believe that you bring the leadership agility to deliver real impact in the sector, we'd love to hear from you.

Best wishes,

Oonagh Smyth,
Chief Executive and the Board

About Us

Skills for Care is the employer-led leadership and workforce development charity for adult social care in England. We work with employers across England to create a confident, caring, skilled and well-led workforce with the right values to provide high quality, person-centred care and support, valued by those who receive it, now and in the future.

We're a trusted independent charity with over 21 years' experience in workforce development, working as a delivery partner for the Department of Health and Social Care (DHSC). We also work closely with key sector influencers and related services, including health and housing. We are proud of our reputation as a future focused, ambitious, 'can do' organisation.

We believe it is vital that we think and talk about adult social care in terms of what it adds to our communities and our families, and what it adds to the economy. We calculated that the sector contributes £40.5 billion per annum to the economy in England. Our new policy and public affairs work and our unbeatable workforce dataset are designed to help parliamentarians and key partners understand that investing in our workforce, through professionalisation and valuing the workforce, will attract people to work in the sector, will fill existing vacancies and ultimately benefit local economies.

We are committed to driving evidence based change for the sector which will ultimately benefit everyone who works in or uses adult social care. We have rich data on all aspects of the adult social workforce from our Adult Social Care – Workforce Data Set (ASC-WDS) which is funded by DHSC. More than 20,000 employers contribute data from around 700,000 worker records to the dataset. The data we have collected through ASC-WDS over the last decade allow us to not only understand what is happening in adult social care, but also make projections for the future.

Our practical support at a national and regional level helps leaders and managers recruit develop and lead their staff as well as helping to retain them from entry level right through to senior leadership and management roles.



Key highlights from 2020 – 2021

We are a progressive, ambitious and committed team of 200 people who work collaboratively across the health and care system. As the pandemic hit the team smoothly managed the move toward home working, and despite the challenges has continued to provide high quality and targeted support to the sector. Some key highlights from the past 12 months include:

- The Workforce Development Fund, which we distribute on behalf of DHSC supported 10276 qualifications, learning programmes and digital modules for 8056 individuals from 1618 establishments.
- The Adult Social Care-Workforce Data Set web pages had 10.5 million page views, and we collected and analysed data on around 700,000 individual staff records from ASC-WDS.
- We disbursed funding to support newly qualified social workers (NQSWs) supporting 1192 NQSWs from 173 employers.
- We disbursed funding to more than 2,802 Children and Family Assessed and Supported Year in Employment registrations supporting Newly Qualified Social Workers.
- Our case studies on initiatives to tackle workforce capacity issues during the winter months were downloaded 440 times.
- We have seen a 45% increase in the number of people subscribed to our quarterly Nursing News email bulletin, with 2293 people now subscribed.
- We published the first ever standards for nurses working in residential care homes with the Queen's Nursing Institute (QNI).
- Our occupational therapy activity saw the successful delivery of a series of virtual conferences which were attended by more than 1,600 people.
- Our Good and Outstanding care guide, Guide to safe staffing and Guide to improvement have attracted over 8967 downloads during the year.
- During the year, our area teams have engaged with 3709 social care providers that are new to Skills for Care and circa 13750 known providers.
- Throughout the pandemic our growing online Registered Managers networks have provided both practical and emotional support to 22,500 managers. Over 9,000 Registered Managers attended virtual network meetings.

Our new strategy

We recently shared our new strategy internally and plan to launch to the sector in the coming months. The detailed strategy has been developed through a highly collaborative process with significant input from all of our colleagues and Board members. The strategy included a refresh of our vision and mission:

Our Vision

Our vision is of a fair society where people can access the advice, care and support that they need to enjoy lifelong independence, health & wellbeing, and a good quality of life.

Our Mission

To achieve the vision, the sector needs the right number of people in the right place at the right time, with the right skills, values and behaviours.

"Our mission is to support and empower current and future social care leaders, employers and the wider workforce"

We also identified our medium and long-term priorities grouped under four key strategic priorities:

Culture & Diversity: workforce wellbeing and inclusion

Nothing can happen in Adult Social Care without our skilled and dedicated workforce. Our aim is for the workforce to feel equal, valued and included, and supported to stay well, stay and progress in the sector. We want employers to have inclusive and positive cultures; diverse and compassionate leaders; and to use our best practice, tools, and resources to support employees.

Increasing Workforce Capacity

Our aim is to have enough people working in social care with the right values now and to meet future needs. We want Social care to be better understood, more valued and seen as a career of choice, attracting more people into the sector.

Increasing Workforce Capability

Our aim is to give leaders, professionals and staff at all levels in social care have the right skills, knowledge, competencies and behaviours to drive quality and productivity, and to enable the aspirations for workforce capacity and culture to be fulfilled. We want there to be a nationally agreed and consistent career pathway for social care (including learning and development requirements for each role) that employers understand and use to develop staff appropriately.

Improving adult social care's systems -influencing policy and legislation

Our aim is for Social care to be well funded and reformed which leads to the sector having the right number of people, with the right skills in the right jobs. We want National and local systems and stakeholders to use our best practice, tools, high quality data and intelligence to effectively develop strategy, commission and plan for the workforce together.

How we are run

Our board

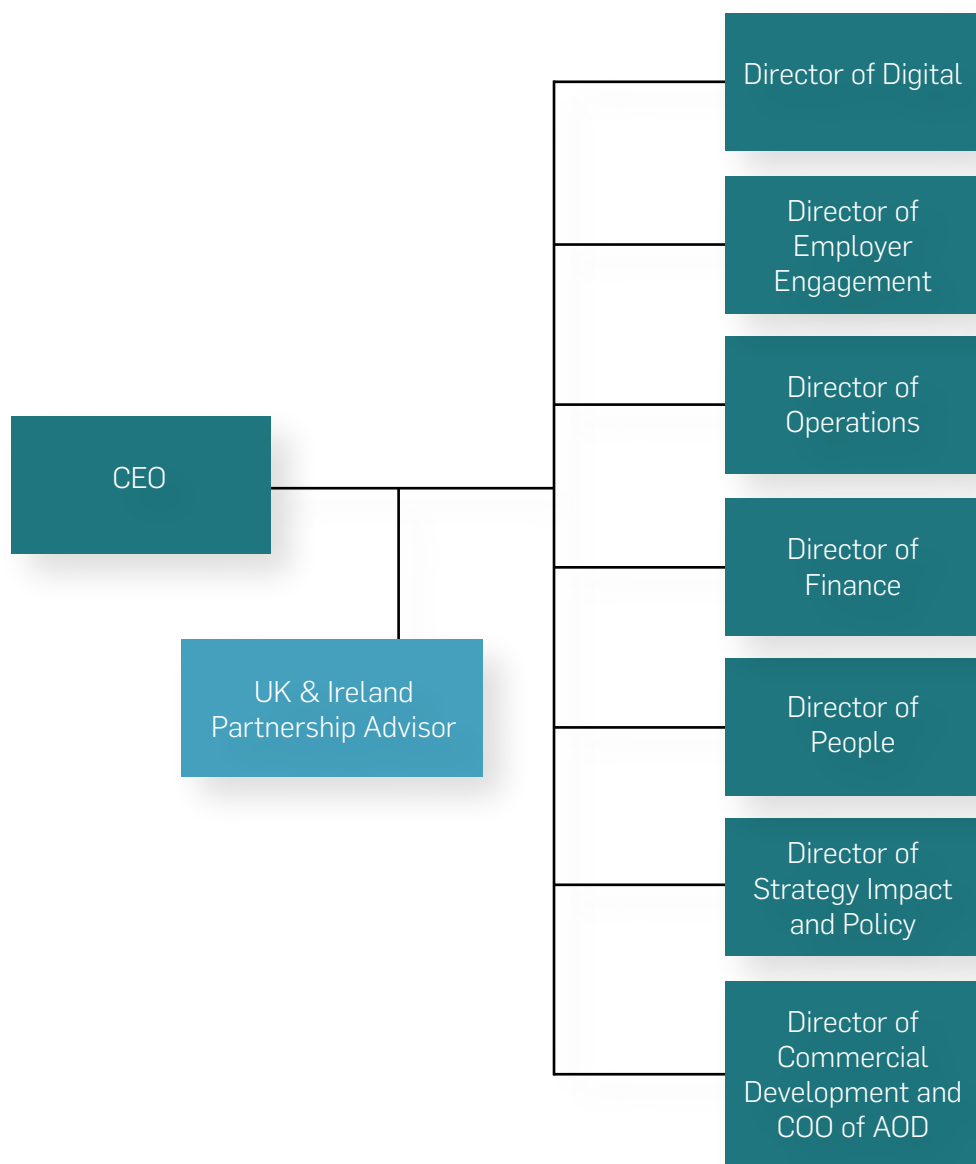
Our board has 14 members and is employer led with 60% of members being employers in the adult social care sector. The board meets four times a year to make strategic decisions about the charity.

Members have four main duties.

- Safeguard and promote the values and mission of Skills for Care.
- Determine the strategy and structure of Skills for Care.
- Ensure Skills for Care operates in an effective, responsible and accountable manner.
- Ensure the effective functioning of Skills for Care's board.

Our leadership team

Our Chief Executive Oonagh Smyth heads our leadership team and our organisation chart is below



Role Description

Key Responsibilities

Values and vision

- Promote Skills for Care (SfC)'s values, vision and reputation through inclusive and effective leadership.
- Advocate for SfC across relevant public fora and with relevant stakeholders and partners.
- Where appropriate, work in partnership with the CEO to represent SfC to government and act as an advocate and influencer into government for SfC and matters related to the role and remit of SfC.
- Maintain personal knowledge and expertise of issues pertinent to the work of SfC.
- Personally uphold the highest standards of integrity and probity.

Strategy, governance and culture

Strategy

- Lead the Board in partnership with the CEO and Leadership Team to agree the strategic direction of SfC, its annual operating plans and KPIs and ensure that SfC is structured and resourced to deliver that strategy.
- Support the Board to monitor the implementation of strategy and objectives by the executive and to hold it to account for delivery.

Governance

- Exercise effective leadership of the Board in fulfilling its functions and remit, ensuring that the Board has the culture, processes, structures and relationships for effective governance and that trustees are supported to meet their legal, regulatory and fiduciary duties.
- Oversee the work of standing committees of the Board and ensure that appropriate reporting lines to the Board are in place.
- Ensure the Board has the right systems of control and accountability, including financial and operational controls and risk management, and procedures for handling internal grievances, conflicts of interest and whistleblowing.
- The Chair of SfC also currently chairs the sector skills council for social care – Skills for Care and Development.

Culture, appointment and support to trustees

- Maintain an open, inclusive and learning culture on the Board including periodically reviewing governance arrangements, Board and Trustee (including Chair) effectiveness and how SfC is meeting its aims, legal objects, vision and strategy.
- Mentor and support the Board members to maximise their effectiveness and contribution.
- Oversee arrangements for the fair and open recruitment of trustees, working with the Remuneration Committee.

Relationship with the Board, CEO and Leadership Team

- Support and manage performance and ongoing development.
- Represent the Board (or delegate the task appropriately) on recruitment, remuneration and disciplinary panels where appropriate.

Person Specification

Knowledge and Experience

- Leadership experience within a complex organisation of significant scale.
- Experience of chairing a Board or sub-committee: absorbing detailed information, facilitating constructive debate, ensuring effective decision-making, demonstrating sound judgement and managing change at Board level.
- Excellent understanding of good governance and the discipline of Board leadership and management.
- Experience of engaging, influencing and advocating at the highest levels ideally within the adult social care system and / or workforce development matters.
- An appreciation of the wider health, social and political landscape for the adult social care sector, either through professional or lived experience.
- An appreciation of the equalities issues for the sector and experience of promoting anti-discriminatory practice in your own professional field.

Skills and Abilities

- Politically astute with the ability to inspire the confidence of key stakeholders and influence decision makers, leaders in adult social care and government with significant networking and relationship building skills.
- The ability to apply high level governance skills in chairing a Board and adherence to the Charity Governance Code principles of good governance, including collective responsibility, discharge of fiduciary duties and the seven principles of public life (the Nolan principles).
- The ability to build excellent relationships, internally and externally, with a range of people from all backgrounds including those drawing on social care, showing the highest level of integrity as expected in a body like Skills for Care.
- Strong understanding of the strategic issues concerning the adult social care workforce.
- Demonstrable commitment to equality and diversity and experience of championing equality and diversity matters.



Terms and Conditions of Appointment

Time commitment	Approximately three to four days per month although flexibility will be required.
Remuneration	An honorarium of £35,000 pa
Location	The role will require national travel, with significant time spent in London. Most meetings will be held in London or Leeds (currently virtual)
Term	The appointment is made for a term of three years, renewable based on performance for a second term.



How to Apply

We hope you will consider making an application. If you have questions about the appointment and would find it helpful to have an informal conversation, please contact our advising consultants Juliet.Taylor@starfishsearch.com or Juliet.Brown@starfishsearch.com and we will be happy to arrange a call.

To make an application, please go to <https://starfishsearch.com/jobs/skills-care-chair/> and click on the apply now button, with the following prepared:

- your CV (no more than three sides)
- a supporting statement that sets out why you are interested in this appointment and the experiences and qualities you believe you can bring in order to be successful in post.

Please ensure you have also completed and submitted the equal opportunities monitoring form. The information you provide will be treated as confidential and used for statistical purposes only. The form will not be treated as part of your application.

Please also tell us about any dates when you are not available for interview.

Closing date	31st August 2021
Screening discussions with Starfish Search	9th September 2021
Agreement of the final shortlist	6th October 2021
Informal conversations with the CEO	Following agreement of the shortlist
Final panel interview event	25th October 2021



