



**Director of Adult Social Care & Health  
(East Kent)  
Kent County Council**



# Content details

Letter to applicant	3
Introduction to Kent County Council	4
Political Arrangements	6
Structure of KCC	7
Adult Social Care and Health Senior Leadership Team	9
Job Description and Recruitment Selection Criteria	10
Organisational Responsibilities	14
Kent Values	16
Working for Kent County Council	17
Selection Process	20

## Director of Adult Social Care and Health

Dear Applicant

Thank you for your interest in this critical role.

We are embarking on an exciting time for adult social care - recalibrating our approach to drive forward innovative, meaningful and strengths-based practice that makes a difference every day to people in Kent.

We are seeking an exceptional individual who has the energy, ideas and ambition to work dynamically with our workforce, communities and people we support to help us achieve our ambitions.

Our senior leadership team in Adult Social Care and Health are committed to proactively improving health and wellbeing and are looking for a Director to join them. This is a key role and will be pivotal in enabling us to deliver our vision of putting the person at the heart of all we do, focusing on what is important to them.

This is a senior leadership post within the Council, responsible for strategic leadership and operational delivery for a specific geographic area, at a time of unprecedented change, financial challenges and increasing demand for services.

As an influential leader, you will have significant experience of managing a complex social care and health front line service within a local authority, third sector or health setting and will understand how operations, commissioning and partners need to work together to deliver sustainable services. Working closely with health partners and other organisations at a strategic level, your role will be essential to the delivery of our strategic outcomes.

If you have the passion, vision and ambition to help us achieve 'best in class' social care, we would like to hear from you.

For an informal discussion about this exciting opportunity, please contact Penny Ransley at Starfish Search on 07549 233685

Closing date: xxxx

Final interviews will be held on xx.

# Introduction to Kent County Council

Visit our website at [www.kent.gov.uk](http://www.kent.gov.uk)

We are the UK's largest local authority, with a workforce in excess of 30,000 people, including maintained schools, serving a population of 1.4 million. We have various offices in central locations and a large number of service establishments throughout Kent; our corporate office is based in Maidstone.

More than two thirds of our workforce provide services directly to the public – such as domiciliary Care Workers, Classroom Assistants, Social Workers, Teachers, Occupational Therapists, Celebratory Officers and Customer Service Assistants in Libraries.

Our annual budget covers a huge range of services. This translates into a host of interesting roles and career paths awaiting those who want to work in a leading edge public sector organisation.

## Aims and objectives

Our focus is to work as one council to design and deliver a cohesive, modern public service offer for all Kent's residents, businesses and communities. This will bring together change projects consistently across the council and create organisational design opportunities to transform the way we work, including our people, assets, technology, structures and service delivery.

Success in delivering this aspiration will be determined using the following criteria:

- Working beyond the limit of organisational and service boundaries
- Thinking beyond the limit of our statutory powers
- Building capacity to provide sector and system leadership
- Delivering at both strategic and local scale
- Supporting economic security
- Delivering a cohesive service offer
- Flexibly uses its assets as part of public service design and delivery

The [Strategic Delivery Plan](#) is our business plan for 2020 – 2023. In light of COVID-19 this has been revised to focus on those critical activities for 2020-21.

Our business plan plays an important part in delivering the outcomes of our strategic

statement, [Increasing Opportunities, Improving Outcomes](#).

Before the pandemic the Council was consulting on it's new, [draft 5 year plan](#). However, this was paused and the County Council have now produced an [Interim Strategic Plan](#).

To see a copy of 'your life, your well -being' and the 'Local Account for adult social care' please follow the links:

<https://www.kent.gov.uk/about-the-council/strategies-and-policies/adult-social-care-policies/your-life-your-wellbeing>

<http://www.kent.gov.uk/about-the-council/strategies-and-policies/adult-social-care-policies/local-account-for-adult-social-care>

## Political Arrangements

The County Council has 81 councillors and elections take place every four years.

The political composition of the County Council is as follows:

Conservative	62 members
Labour	7 members
Liberal Democrats	6 members
Green Party	4 members
Independent Groups	2 members

The Leader of Kent County Council is Roger Gough.

There is a Cabinet of Executive Members which meets regularly to debate policy issues and make key decisions. The cabinet comprises of:

Roger Gough	Leader of Kent County Council
Peter Oakford	Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services
Clair Bell	Cabinet Member for Adult Social Care and Public Health
Tony Hills	Cabinet Member for Environment
Sue Chandler	Cabinet Member for Integrated Children's Services
Mike Hill OBE	Cabinet Member for Community and Regulatory Services
Shellina Prendergast	Cabinet Member for Education and Skills
David Brazier	Cabinet Member for Highways and Transportation
Bryan Sweetland	Cabinet Member for Communications, Engagement and People
Susan Carey	Cabinet Member for Environment
Derek Murphy	Cabinet Member for Economic Development

# Structure of KCC

The structure of the organisation is as shown [here](#)

The Senior Officer team consists of six Corporate Directors. For more information on the Corporate Management Team please follow this [link](#)

The four directorates are as follows:

## **Growth, Environment and Transport**

The Directorate comprises a range of key frontline, strategic, policy and commercial functions, and plays a major role in making Kent a better place to live, work and visit. The services provided, and the future the directorate helps to shape, affects every household in Kent. This includes strategic responsibility for the future of the county in terms of planning, economic development, transport policy, and major transport improvement schemes, waste disposal and recycling services. In addition, GET manages country parks; libraries; and delivers enforcement services including trading standards, community safety and emergency planning.

Responsible for services that include:

Highways, Transportation & Waste, Regulatory Services, Economic Development, Community Safety & Emergency Planning, Libraries, Registration & Archives, Sport & Country Parks, Arts including Kent Film Office, Development Planning, Planning Applications, North Downs Areas of Outstanding Natural Beauty, Flood Risk & Environment, Sustainability & Climate Change and Heritage Conservation

## **Adult Social Care and Health**

The Directorate commissions and provides a range of services to improve outcomes for older and vulnerable adults, including those with mental health issues or disabilities, and their families. The Directorate supports vulnerable adults to live independently by promoting their wellbeing and supporting their independence. Services for adult mental health and learning disability already work in integrated teams with NHS colleagues and as a key partner in the Kent and Medway STP we are developing multi-disciplinary teams within communities to support local care.

Responsible for services that include:

Adults Central Referral Unit, Adult Community Teams, Safeguarding and quality, Kent Enablement at Home, Sensory and Autistic Spectrum Conditions Service, Integrated/Registered Care Centres, Day Centres, Community Learning Disability Teams, In-House Provision and Mental Health Services.

## Children, Young People and Education Directorate

This Directorate combines and integrates the statutory responsibilities of Specialist Children's Services together with Education services and the targeted and universal services for children and young people within Early Help and Preventative Services. There is a strong focus on alignment of resources to help ensure achievement of one of the key County Council strategic outcomes: 'Every child and young person in Kent gets the best start in life'. To improve outcomes for children and young people, services within the Directorate are working together with relevant partners to deliver the vision set out in the Children and Young People's Services Integration Programme.

Responsible for services that include:

Children's Social Care, Adoption & Fostering, Standards & School Improvement, Skills & Employability, Early Years and Childcare, Provision Planning, Fair Access, Educational Psychology, SEN Assessment & Placement, Youth Justice, Outdoor Education Centres, Children's Centres and Youth Hubs, Inclusion & Attendance, Early Intervention and Community Learning & Skills and Disabled Children and Young People Teams.

## Strategic and Corporate Services

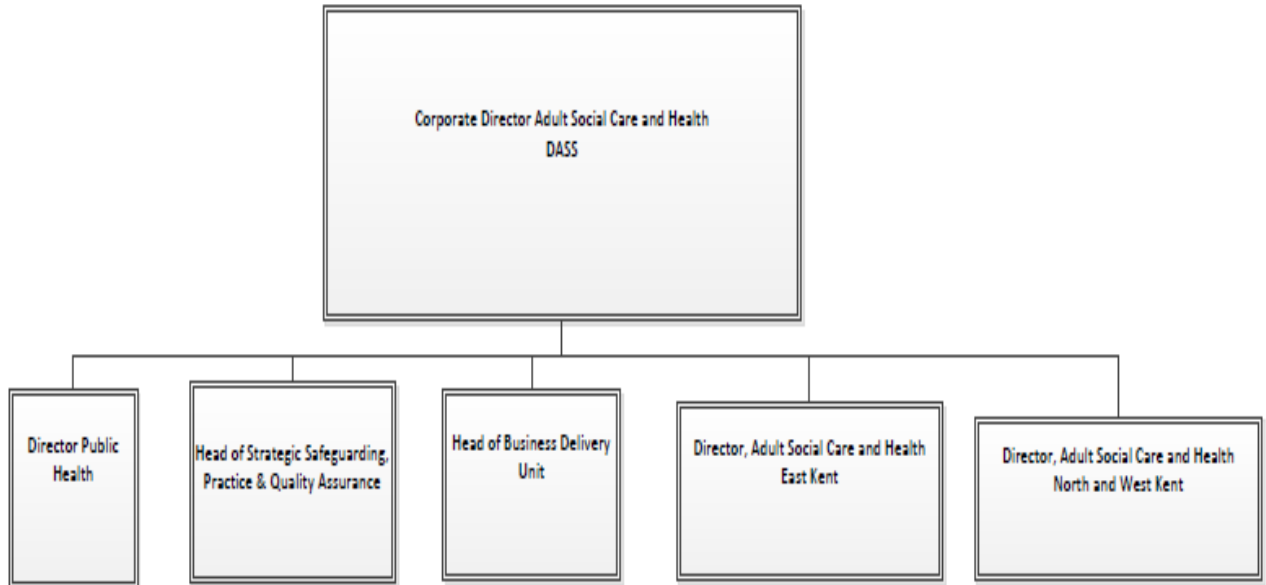
The Directorate supports the delivery of our front line services. The Directorate leads and co-ordinates major change, organisational design, development and provides a critical client and contracting role with our trading companies including property, legal and customer contact. It provides organisational wide governance, financial management and a major contribution to our political and external relationships.

Responsible for services that include:

Engagement, Communications, Organisation Design & Development, Finance, Governance & Law, Infrastructure, Policy and Strategic Commissioning including Procurement & Business Intelligence and Public Health



# Adult Social Care and Health Senior Leadership Team Structure



# Job Description

## Director of Adult Social Care and Health

<b>Directorate:</b>	<b>Adult Social Care and Health</b>
<b>Grade:</b>	<b>KR17</b>
<b>Responsible to:</b>	<b>Corporate Director – Adult Social Care and Health</b>

### Job outline:

As a member of the Directorate senior leadership team, provide strong systems and strategic leadership for operational delivery and lead on commissioning requirements relating to Adult Social Care & Health, ensuring that services are procured and delivered in accordance with local, national and statutory requirements.

Use expert understanding of the changing demographic profile of adults and increasingly complex demand within a challenging financial environment to enable adults to live independently and exercise choice and control over their lives.

Challenge and influence partners and communities to achieve a whole system approach to health and social care integration including the innovative use of resources and maximising digital solutions to manage demand through the prevention, reduction and delay in the need for social care support.

### Job accountabilities:

Directors will work within the KCC Corporate Responsibilities Senior Officers. In addition, as members of Extended Corporate Management Team, Directors and Corporate Directors will work together to make strategic decisions on the most effective use of the Council's agreed budget, resources and policies and enhance the reputation of Kent as a place as well as Kent County Council as the democratic agent of change in the region.

Contribute to the strategic direction for Adult Social Care, and direct service provision to comply with legislation, government guidance and regulations within the appropriate statutory framework.

Ensure the delivery of effective services within the legislative framework, reflecting and developing national themes to promote independence and maximise opportunities from the local health and social care economy

Manage an Adult Social Care budget in line with Government and KCC financial regulations and, with the senior leadership team, set the direction and lead the development of strategies to meet the Medium-Term plan.

Lead the development and implementation of Adult Social Care & Health integrated operating

models, working with others in the senior leadership team, partners and agencies to ensure high quality, person-centered, efficient services are delivered that meet current and future needs.

Be responsible for ensuring vulnerable adults in Kent are safeguarded through robust multi-agency arrangements and that safeguarding frameworks and protocols are adhered to throughout the directorate.

As part of a strategic leadership team, work with the Strategic Commissioner to ensure the development of key commissioning strategies meet current and future demand, and influence and be a partner to Health Directors

Provide professional and strategic advice to Members on matters relating to operational delivery and service development, ensuring that they are fully briefed on all relevant issues relating to the operational business.

Provide a collaborative approach to developing innovative solutions to respond to the changing needs of the health and social care offer.

Act as a Deputy to the Corporate Director in terms of the provision of the full range of services in this area of the business. Lead, on behalf of the Corporate Director, on cross cutting projects that have a significant impact on the directorate. Act as Duty Director on the KCC rota for Systems resilience.

*This job description sets out the accountabilities specific to the role. These should be read in conjunction with the Corporate Responsibilities that apply to the Corporate Director and Director roles.*

### **Scope and accountability**

For details of the scope and accountability of the role, please read the information on these links:

[Health and Wellbeing Strategy](#)

[Being Digital Strategy](#)

# Recruitment Selection Criteria

The qualifications, knowledge and experience criteria below will be used in shortlisting. Applicants should describe in their application how they meet these criteria.

## Qualifications:

- Relevant Management or Professional qualification and membership of a relevant professional body.
- Evidence of continuing professional development.
- Educated to degree level or equivalent.

## Knowledge and Experience:

- Expert knowledge in a relevant professional area and proven track record of using professional expertise to develop and deliver strategic objectives and expected outcomes.
- Excellent knowledge and understanding of statutory requirements for services within the remit of this role.
- Experience and successful track record of the following:
  - effectively managing a range of services within budget in a complex and changing environment.
  - transformational change and achieving solutions to enable delivery of services in partnership with other bodies both internal and external.
  - influencing the direction of Adult Social Care and Health within a political environment.
  - achieving improvements in service delivery across a wide range of services.
- Evaluating impact of interventions and service delivery programmes over time, with supporting data analysis.

## Skills and Abilities:

- Able to understand strategic issues and set a clear direction, goals, and a culture of high aspirations and commitment to the success and priorities of the Adult Social Care and Health Directorate.
- Able to establish strong positive relationships across the organisation at all levels including a relationship of both personal and professional credibility and trust with senior leaders and elected Members.
- Able to establish strong positive relationships across partner and other external organisations that command professional confidence and enable effective delivery of services.
- Able to lead, influence and implement strategic policies and decisions.
- Able to develop and implement strategies designed to deliver innovative service design.
- Able to demonstrate effective motivational leadership and vision to staff at all levels, including a positive attitude to change in order to maintain and improve services in a constantly changing environment.
- Able to command respect, influence and negotiate at a strategic professional and political level in order to ensure the best interests of the Directorate are met.

- Able to demonstrate a high level of personal resilience and focus in order to ensure the delivery of excellent services to the public.
- Well-developed communication and presentation skills, including the ability to write organised and clear reports with good use of evidence, supported by data.
- Able to produce well focused business plans which are costed and supported by appropriate performance frameworks.
- Able to be a highly effective member of the senior team, to demonstrate the agreed leadership capabilities and take shared responsibility for the work and success of the whole directorate and the Council.

# Organisational Responsibilities

All Corporate Directors, Directors and Heads of Service have an explicit responsibility to work as part of a team to deliver, collectively, the agenda of the County Council. These are fundamental elements of their role not an addition and are summarised as follows

## Whole Council

- Seek to improve the lives of all residents in Kent and the economy of Kent
- Act as corporate parent to the Council's Looked After Children
- Take an active role in promoting and ensuring the Council's responsibilities for safeguarding are met
- Understand, communicate and contribute to the delivery of KCC's strategic aims
- Meet statutory obligations and promote and ensure compliance with policies and procedures and the Council's Code of Conduct (Kent Code)
- Advise elected Members and support the democratic process
- Promote the Council brand and enhance the overall reputation of the Council
- Understand and monitor the measures of performance, including customer insight, which define successful outcomes for KCC services
- Maintain and ensure a relentless focus on the customer
- Act to support the Council-wide need to deliver services within budget, thereby avoiding an overspend that could damage the financial viability of the Council
- Overcome professional and service silos to achieve the County Council's objectives

## Integration of Services

- Focus resources where they have the biggest impact
- Deliver services that are flexible and adaptable
- Integrate services within KCC and work with partner agencies to ensure a seamless customer experience
- Fully and inclusively engage all staff in the delivery of services, demonstrating the Council's leadership values and competencies

## Embedding Commissioning and Engaging Relevant Markets

- Establish an outcome focused organisation
- Meet the financial regulations and standing orders of KCC
- Challenge the status quo and engage with the market to constantly improve
- Ensure all services are delivered effectively and efficiently
- Proactively and continuously seek to improve service delivery
- Proactively manage risk to avoid inertia whilst not exposing the Council to needless and avoidable challenge or loss

## Managing Change

- Understand and support the Authority's overall change agenda
- Deliver required outcomes of service specific change on time and to budget
- Understand the quality of staff, support their development, nurture those with talent
- Identify the skills for the future and the level of staff through robust workforce planning
- Identify and deal with underperformance
- Deliver to agreed budget and income targets

## Kent Values

Kent County Council aspires to a culture which is:

**Flexible/agile** - willing to take (calculated) risks and want people that are flexible and agile

**Curious** - constantly learning and evolving

**Compassionate and Inclusive** - compassionate, understanding and respectful to all

**Working Together** - building and delivering for the best interests of Kent

**Empowering** - Our people take accountability for their decisions and actions

**Externally Focused** - Residents, families and communities at the heart of decision making

The values that underpin and align with this are:

- We are brave. We do the right thing, we accept and offer challenge
- We are curious to innovate and improve
- We are compassionate, understanding and respectful to all
- We are strong together by sharing knowledge
- We are all responsible for the difference we make

As a senior leader you will be expected to role model and drive the Council's cultural aspiration and its related values. In doing this the leadership traits we expect of you are:

- Courage and integrity
- Making a difference – sense of purpose
- Compassion and inclusion – community leadership
- Drive for results -
- Curiosity and learning



# Working for Kent County Council

## Salary and Status

This post is offered as a permanent contract.

The appointment will be subject to 3 months' notice.

KCC pays salaries to bank accounts on the 25th of the month unless this falls on a weekend or public holiday.

## Terms and Conditions

The appointment is subject to the terms and conditions contained within the Kent Scheme of Conditions of Service.

30 days annual leave is provided excluding Bank Holidays. You will also receive paid time off for public holidays plus a concessionary day at Christmas.

An excellent relocation package is available to assist with costs, including removal companies, temporary lodgings and professional expenses.

The postholder will be expected to provide a car for official journeys.

## Personal Interests

Kent County Council policy requires all employees to declare membership of any organisation that falls within the following definition:

Any lodge, chapter, society, trust or regular gathering or meeting, which:

- is not open to members of the public who are not members of that lodge, chapter, society or trust;
- includes in the grant of membership an obligation on the part of the members to make a
- commitment (whether by oath or otherwise) of allegiance to the lodge, chapter, society, gathering or meeting; and
- includes, whether initially or subsequently, a commitment (whether by oath or otherwise)
- of secrecy about the rules, membership or conduct of the lodge, chapter, society, trust, gathering, or meeting

A lodge, chapter, society, trust, gathering or meeting as defined above, should not be regarded as a secret society if it forms part of the activity of a generally recognised religion.

## **Pensions**

The post holder will have the choice of contributing to the Local Government Pension Scheme (LGPS). Further details will be available for the successful applicant.

## **Politically Restricted Posts**

This is a politically restricted post which means that the post holder cannot stand for public elected office (other than to a parish council) and is subject to further restrictions on more general political activity.

## **Whole Time Employment**

The person appointed will be required to devote their whole time service to the work of Kent County Council and should not engage in any other business without the express consent of the County Council.

## **Health and Safety Policy**

The County Council recognises and accepts its responsibility as an employer, and will take positive action to ensure the health, safety and welfare of all employees and other persons who may be affected by its operations, by providing safe working conditions and a healthy and safe working environment.

## **Sickness Provision**

Our sickness benefit scheme exceeds statutory requirements. Actual paid absence depends on how long you have worked for KCC and the circumstances of your absence. For example, after 6 years' service your benefit would be 6 months full pay and 6 months half pay.

## **Training and Development**

KCC is committed to supporting staff to reach their full potential through annual appraisal and personal development plans, enhanced by a range of career development opportunities.

Managers from KR9 to KR20 will be required to undertake our Kent Manager standard programme within the first year of employment.

## Green Travel

Our Green Travel Plan is exploring alternative modes of transport to improve travel choice and reduce congestion and pollution. This includes:

- Car sharing and emergency taxi home.
- Discounted fares, free tickets, trip planning and improved travel information.
- Pool car and bikes

## Other benefits

KCC offers a range of family friendly policies including:

- A generous maternity scheme
- Emergency leave
- Parental leave
- Special leave
- Help Fund – all employees have the opportunity both to pay into the fund and to apply for help from it when experiencing financial hardship
- An in-house confidential counseling service and Occupational Health Service
- Kent Rewards - discounts at over 1,200 retailers ranging from reduced rates at Health Clubs to house and car insurance to holidays

## Living in Kent

With great schools, vibrant cities, golden beaches and stunning countryside Kent has lots to offer you. Find out more about [locations in Kent](#).

# Selection Process

## How to Respond

For an informal discussion about this exciting opportunity, please contact Richard Smith, Corporate Director Adult Social Care and Health by phone on 03000 416838 or via e-mail at Richard.Smith3@kent.gov.uk.

To apply, please visit [www.starfishsearch.com](http://www.starfishsearch.com)

## Closing Date

This post will close at midnight on 8<sup>th</sup> October 2021

## Selection Process

A Preliminary/Technical interview will take place for shortlisted candidates week on the 22<sup>nd</sup> or 25<sup>th</sup> November.

Candidates shortlisted after the preliminary interviews will be invited to attend a Stakeholder Panel week on the 1<sup>st</sup> November 2021 and a Member Panel later that week.

As part of the interview process for this role you will be required to complete an occupational personality questionnaire and telephone feedback session if you are successful at the preliminary interview.

In light of Covid-19 it is likely that all assessments will be held remotely rather than face-to-face. We will keep you up to date with any changes.