

A large, stylized silhouette of a horse in profile, facing left, rendered in a lighter shade of blue against a darker blue background. The horse is depicted in a dynamic, rearing or galloping pose.

# Director – Adult Social Care and Health Operations

**Kent County Council**

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## Director – Adult Social Care and Health Operations

Dear Applicant

Thank you for your interest in this critical new role.

We are looking for a Director of Operations to join our senior leadership team within Adult Social Care and Health. This is a key role within our new operating model of four strategic leaders and will be pivotal in enabling us to deliver our strategic outcomes; to ensure 'Children and young people in Kent get the best start in life' and 'Older and vulnerable residents are safe and supported with choices to live independently'.

You will be responsible for strategic leadership, operational delivery and leading on commissioning requirements, relating to adult social care and health and specific services for disabled children and young people, at a time of unprecedented change, financial restrictions as well as increasing demand for services brought about in part by changes to the population. Our aim is to deliver person-centred care and support, keep people safe, and enable people to have choice and control. You will work with our partners to make sure that sufficient, high quality care and support services are available.

You will be accountable for the Adult Social Care, Children and Young People with a Disability Operational Service budget and the associated care spend of circa £300m. You will lead the development of strategies to achieve value for money and an efficient use of public resources that is fair and equitable

You will have significant experience within a local authority or health setting and experience in managing a complex social care and health front line service. You will understand how operations, commissioning and partners need to work together to deliver sustainable services. You will work closely with key stakeholders especially Health Partners to ensure that we are working effectively together and ensuring good health outcomes for our shared service users. Our vision and strategy is part of the broader process of integration between Health and Social Care and your leadership will be vital to ensure the ambitions in the Kent and Medway Sustainable Transformation Programme (STP) are achieved.

We are keen to work with an exceptional individual who has the energy, ideas and ambition to make a sustained difference to the people of Kent; someone who shares our commitment to improving the quality of life of our most vulnerable residents and can maximise their impact through working in partnership across the Council and with other organisations.

This is a great time to join Kent, as the biggest county council in the country there is the opportunity to make a difference. It's a great county to live in, too, with excellent schools, vibrant cities, golden beaches and stunning countryside.

I do hope that having read the information we have provided you with you will be motivated to apply to take on this role with its profile and magnitude. Please email your Curriculum Vitae and supporting statement to [lesley.standing@kent.gov.uk](mailto:lesley.standing@kent.gov.uk).

# 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, and Occupational Therapists etc.

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 on improving lives by ensuring that every pound spent in Kent is delivering better outcomes for Kent's residents, communities and businesses. As long as those outcomes are supported by the right services, at the right quality and right cost, they could be delivered by KCC, the public, private or voluntary and community sector. This shift towards a strategic commissioning approach is set out within our Strategic Statement "Increasing Opportunities, Improving Outcomes".

In becoming an outcome focused organisation the way we work within KCC, and with our partners and providers, is changing. Our approach is to:

- Promote personal and family responsibility;
- Focus on prevention and supporting independent living;
- Maximise social value from the services we commission;
- Commission and design services with our partners;
- Maximise the value of the Kent tax pound;
- Be business orientated and entrepreneurial;
- Be a strong voice for Kent nationally and internationally;
- Recognise that no one size fits all.

To see a copy of '[Increasing Opportunities, Improving Outcomes](#)' and the 'Strategic Statement Annual Report 2017' please follow the links or visit our website [www.kent.gov.uk](http://www.kent.gov.uk) under '[About the Council](#)'.

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 electoral divisions and elections take place every four years.

The political composition of the County Council is as follows:

Conservative	67 members
Liberal Democrat	7 members
Labour	5 members
Independent Groups	2 members

The Leader of Kent County Council is Paul Carter.

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

Paul Carter CBE	Leader and Cabinet Member for Health Reform
Peter Oakford	Deputy Leader and Cabinet Member for Finance and Traded Services
Susan Carey	Cabinet Member for Customers, Communications and Performance
Graham Gibbens	Cabinet Member for Adult Social Care and Public Health
Mark Dance	Cabinet Member for Economic Development
Roger Gough	Cabinet Member for Children, Young People and Education
Mike Hill OBE	Cabinet Member for Community and Regulatory Services
Eric Hotson	Cabinet Member for Corporate and Democratic Services
Catherine Rankin	Cabinet Member for Strategic Commissioning
Mike Whiting	Cabinet Member for Planning, Highways, Transport and Waste

# 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, disabled children and young people, and their families. The Directorate supports vulnerable adults and children 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, Disabled Children and Young People Teams, 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

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

# Job Description

## Director – Adult Social Care and Health Operations

<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:

Provide strategic leadership for operational delivery and lead on commissioning requirements, relating to adult social care and health and specific services for children and young people with a disability, ensuring that services are procured and delivered within budget and to council and national policies and frameworks.

Lead the service, in conjunction with the Director of Partnerships to ensure the delivery of high quality services and positive outcomes for Adults and Children and Young People with a Disability in Kent. Ensure that vulnerable people are safeguarded.

### Job accountabilities:

Directors will work within the Kent County Council's Corporate Responsibilities for 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.

Set the strategic direction for the Council's Adult Social Care, Children and Young People with a Disability operations and service provision to comply with legislation, government guidance and regulations within the appropriate statutory framework.

Accountable for 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.

Accountable for the Adult Social Care, Children and Young People with a Disability operational service budgets in line with Government and KCC financial regulations and will set the direction and lead the development of strategies to meet Medium Term savings targets.

Lead the development and/or implementation of adult social care and health integrated operating models, working in partnership with other directors, partners and agencies to drive efficiency savings and ensure high quality, person centred services are delivered that meet current and future needs.

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

Lead on the strategies for the support of Children and Young People with a Disability, including sensory impairment, working closely with the Corporate Director of Children, Young People and Education and directors, to ensure their needs are met and they receive the support they require throughout their life and as they transition into adult services.

Act as the adult social care and health strategic lead, directing the Strategic Commissioner and other KCC and health directors to ensure the development of key commissioning strategies meet current and future demand.

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

Actively review all services provided by this post to identify the 'right source' for their future delivery including consideration of outsourcing, co-sourcing or in-sourcing to ensure the most effective and efficient delivery methods are employed.

*The DCS has the statutory responsibility of Children and Young People with a Disability up to the age of 18. The responsibility of the Corporate Directors to Implement such working arrangements as are necessary with each other and Lead Cabinet Members to ensure that statutory compliance is achieved, and any overlaps are managed effectively and in compliance with legislation and best practice, is defined in the KCC Constitution amended on 16 March 2017.*

*The Lifespan Pathway Service relating to Children and Young People with a Disability is currently under review to determine future structural arrangements.*

*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 of services**

Social work

Assessment and related activity

Enablement

In-house Provision – residential homes and short break residential services for disabled children, young people and adults

Safeguarding

Case management

Sensory Services – all age

Dementia

Autism

Mental Health

Lifespan Pathway – 0 – 25 and 26+ teams

# Recruitment Selection 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.
- Take an active role in delivering the Council's responsibilities for Emergency Planning and Business Continuity.
- 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

## Open

Acting with integrity, honesty and transparency; healthy attitude to risk; welcoming and expecting change and evolving technology; working in new ways; willing to learn; working as a whole-Council and treating people fairly and with respect.

## Invite contribution and challenge

Working collaboratively and innovatively to find new solutions that put the interests and wellbeing of customers first; open to challenge and actively encouraging and expecting contribution.

## Accountable

Self-sufficient, taking personal and professional responsibility for our actions, the pace at which we work; performance and the council's money.

# Our Commitments

1. To deliver the Strategic Outcomes contained within our strategic statement '[Increasing Opportunities, Improving Outcomes](#)'
2. To deliver better outcomes for Kent residents through our [Commissioning Framework](#)
3. To provide excellent value for money services and continuously improve [KCC Performance](#)
4. To take [better care of the public](#) by improving the ways we communicate, listen and respond to their needs
5. To [inspire our staff](#) and ensure KCC promotes [equality of opportunity](#)

# 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

## Selection Process

A Preliminary/Technical interview will take place for shortlisted candidates on 14 December 2018.

Candidates shortlisted after the preliminary interviews will be invited to attend Stakeholder and Service User Panel(s) on 10 January 2019 and a Member Panel on 11 January 2019.

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.

## How to Respond

For an informal discussion about this exciting opportunity, please contact Penny Southern, Corporate Director Adult Social Care and Health by phone on 03000 415505 or via e-mail at [Penny.southern@kent.gov.uk](mailto:Penny.southern@kent.gov.uk).

To apply please email your Curriculum Vitae and supporting statement to [lesley.standring@kent.gov.uk](mailto:lesley.standring@kent.gov.uk) including the vacancy reference number 18004059 in the email subject line.

## Closing Date

This post will close at midnight on 30 November 2018.