

**PERSONNEL COMMITTEE**

**Thursday, 23rd January, 2025**

**2.00 pm**

Darent Room, Sessions House,  
County Hall, Maidstone







## AGENDA

### PERSONNEL COMMITTEE

**Thursday, 23rd January, 2025, at 2.00 pm**      Ask for:      **Anna Taylor**  
**Darent Room, Sessions House, County Hall,**      Telephone      **03000 416478**  
**Maidstone**

#### **Membership (11)**

- Conservative (8):      Mr R W Gough (Chair), Mrs S Prendergast (Vice-Chairman),  
Mrs C Bell, Mrs S Chandler, Mr D Jeffrey, Mr P J Oakford,  
Mr D Robey and Mr C Simkins
- Labour (1):      Mr A Brady
- Liberal Democrat (1):      Mr A J Hook
- Green and  
Independent (1):      Rich Lehmann

#### **UNRESTRICTED ITEMS**

*(During these items the meeting is likely to be open to the public)*

- 1      Apologies and Substitutes
- 2      Declarations of Interests by Members in items on the Agenda for this meeting.
- 3      Minutes - 28 November 2024 (Pages 1 - 4)
- 4      Adult Social Care and Health Management Structure (Pages 5 - 28)
- 5      Exclusion of the Press and Public

RESOLVED that under Section 100A of the Local Government Act 1972 the press and public be excluded from the meeting for the following business on the grounds that it involves the likely disclosure of exempt information as defined in paragraphs 3 and 4 of part 1 of Schedule 12A of the Act.

## **EXEMPT ITEMS**

*(During these items the meeting is likely NOT to be open to the public)*

- 6 Verbal update on Securing Kent's Future - Objective 4
- 7 Pay Bargaining (Pages 29 - 42)
- 8 Chief Executive Officer Recruitment Update (Pages 43 - 46)

Benjamin Watts  
General Counsel  
03000 416814

**Wednesday, 15 January 2025**

**KENT COUNTY COUNCIL****PERSONNEL COMMITTEE**

MINUTES of a meeting of the Personnel Committee held in the Darent Room, Sessions House, County Hall, Maidstone on Thursday, 28 November 2024.

PRESENT: Mr R W Gough (Chair), Mrs S Prendergast (Vice-Chairman), Mrs C Bell, Mr A Brady, Mr A J Hook, Mr A Kennedy (Substitute for Mrs S Chandler), Mr D Jeffrey, Rich Lehmann, Mr P J Oakford, Mr D Robey and Mr C Simkins

IN ATTENDANCE: Ms J Clayton (HR & OD Manager), Mrs L Gavin (People Strategy Adviser), Mr P Royel (Director of HR & OD) and Mrs A Taylor (Scrutiny Research Officer)

**UNRESTRICTED ITEMS****1. Substitutes**

*(Item 1)*

Apologies were received from Mrs Sue Chandler, for whom Mr Andrew Kennedy was substituting.

**2. Declarations of Interests by Members in items on the Agenda for this meeting.**

*(Item 2)*

There were none for this meeting.

**3. Minutes - 26 September 2024**

*(Item 3)*

RESOLVED that the minutes of the meeting held on 26 September 2024 are correctly recorded and that they be signed by the Chairman as a correct record.

**4. Employee Relations Casework Activity**

*(Item 4)*

1. Jane Clayton introduced this report which set out employee case work activity for the period 1 April 2024 to 30 September 2024.
2. The report set out the range of employee relations cases being managed by KCC and provided a comparison of the level of case activity over the last three years.
3. There had been an increase in the overall level of cases being formally managed in comparison to the same period in 2023. The greatest volume of cases remained those with ill health(44%) and HR/OD continued to provide a range of health and wellbeing support and advice to enable managers to address issues concerning health at an early stage. Teams identified as having a particularly high level of absence were supported with a range of targeted interventions.

4. Officers responded to questions of detail and noted comments, which included the following:
  - a. In relation to ill-health, data was monitored and broken down to look at high levels of absence and determine the reasons for this.
  - b. In relation to bullying and harassment, we did not currently bench-mark against other authorities. The resolution cases concerning bullying and harassment had increased in number but represented a small proportion of the total of all cases. Cases were always followed up with managers taking a proactive approach where there was a need for formal review.
  - c. It was noted that this information was reported on a 6 month basis.

RESOLVED that the employee relations casework activity including senior officer appeals hearings report be noted.

## **5. Annual Workforce Profile Report update**

*(Item 5)*

1. Paul Royel introduced this report which provided information on the changes in staffing levels, demographics and diversity of KCC's non casual relief sessional and supply (CRSS) workforce in the six month period to 30 September 2024.
2. There had been an increase in staffing levels in the non-school's workforce of 2%, a reduction in agency staff and an increase in fixed term contracts.
3. There had been a slight increase in sickness levels, this was being reviewed and planned activities and interventions were being put into place where spikes were evident to support managers.
4. Officers responded to questions of detail and noted comments, which included the following:
  - a. In response to a question about turnover Mr Royel confirmed that although turnover was highest in CYPE and increasing, this was still within the margins of 'healthy turnover'. This was, however, being monitored and HR/OD were working closely with the CYPE Management Team.
  - b. Apprenticeships continued to increase with 57 employees accessing the apprenticeship training within the KCC non-schools' sector.
  - c. Members were concerned that there appeared to have been an increase in staffing levels in CED and DCED. It was noted that vacancies had been held towards the end of the 2023/24 year, as well as a reduction in the use of agency staff.
5. Members asked for an update on apprenticeships at an appropriate time during 2025.

RESOLVED that Members note the Annual Workforce Profile Report Update.

## **6. Recruitment - Deep Dive**

*(Item 6)*

1. Louise Gavin gave a presentation to Members which was circulated after the meeting.
2. Officers responded to questions of detail and noted comments, which included the following:
  - a. In response to a question about KCC's application process Mrs Gavin explained that there was an option to submit a CV alongside the application form and recruiting managers were encouraged to review both during shortlisting. In relation to completing the application form, advice and guidance was provided to candidates to enable them to get the most out of their application.
  - b. Members were reassured that the number of people applying for jobs with protected characteristics and those being offered a job was broadly in line with the workforce profile.
  - c. There were continued concerns that KCC's workforce profile of minority ethnic staff did not reflect the population of Kent, albeit it was recognised that the gap was closing. Work was continuing to improve the profiles.
  - d. In response to a query about whether decisions of recruiting managers were monitored throughout the recruitment process there was an expectation that managers would take responsibility for the process. Interviews were typically held with a panel of interviewers who were expected to have undertaken the relevant training.
  - e. Members expressed an interest in understanding which countries international applicants were applying from and the types of roles they had applied for.

RESOLVED that Personnel Committee note the main findings in the report and supporting slides presented at the meeting.

## **7. Exclusion of the Press and Public** *(Item 7)*

RESOLVED that under Section 100A of the Local Government Act 1972 the press and public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraphs 3 and 4 of part 1 of Schedule 12A of the Act.

### **EXEMPT ITEMS**

(Open minutes)

## **8. Pay Bargaining** *(Item 8)*

*(Mrs Clayton left the room before the start of this item).*

1. Paul Royel introduced this item which updated the Personnel Committee on the local pay bargaining process.

2. The formal submission from the trades unions had been received and an initial response had been sent from KCC.
3. The final position would be reported to Personnel Committee on 23 January 2025.

RESOLVED that the Personnel Committee note the process to date and note the update provided at the meeting.



**By:** Richard Smith – Corporate Director Adult Social Care and Health  
Paul Royel – Director of Human Resources and Organisational Development

**To:** Personnel Committee

**Date:** 23 January 2025

**Subject:** Adult Social Care and Health Directorate – Top Tier Restructure

**Classification:** Restricted

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**Summary:** This paper sets out proposals to redefine the director roles within adult social care this will mean changing the Director Adult Social Care - East and the Director Adult Social Care – North and West to become two Directors of Operations with accountability and responsibility for Short Term Preventative Services and Long Term Statutory Care Act Services.

**Recommendation:** Personnel Committee is asked to **RECOMMEND** to County Council:

The posts of Director of Adult Social Care North and West Kent and Director of Adult Social Care East Kent; are redefined to introduce the new posts of Director of Operations - Short Term Support and Director of Operations - Long Term Support

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## 1. Introduction

- 1.1 The current senior structure of Adult Social Care and Health consists of the Director of Adult Social Care East Kent, Director of Adult Social Care North and West Kent, Director of Public Health, Director of Adults and Integrated Commissioning and Head of Innovation and Partnerships. An illustration of this is in Appendix A.
- 1.2 Adult Social Care and Health (ASCH) is experiencing significant growth in both activity and prices. The restructuring of the top tier is necessary to establish clear accountability for delivering services aimed at prevention, reduction, and delay of traditional services, which are becoming unaffordable. This ensures there is consistency and quality in long-term statutory care act services such as assessments, reviews, safeguarding, Deprivation of Liberty Safeguards (DoLS), and Approved Mental Health Professional (AMHP) provision. Currently, these responsibilities are divided between two directors based on geography, leading to inconsistency and confusion over accountability.
- 1.3 This report recommends changing the current positions of Director of Adult Social Care East Kent and Director of Adult Social Care North and West Kent, and the introduction of the roles of Director of Operations - Short Term Support and Director of Operations - Long Term Support.

## **2. Reasons for change to the Director Roles' Configuration**

- 2.1 In 2019, adult social care transitioned from a director structure based on client groups (Older People and Physical Disability, Learning Disability, and Mental Health) to a structure based on geographical areas (East and West). This change was influenced by the establishment of new Integrated Care Boards and Place-Based boards.
- 2.2 In the previous ASCH structure, each director was responsible for delivering statutory care act services within their geographical area. This led to inconsistency in social work practices across the county and varying approaches to prevention, resulting in a risk of unequal service delivery for residents of Kent. The current Job Description is attached in Appendix B.
- 2.3 In 2024, Kent Adult Social Care and Health was inspected by the Care Quality Commission (CQC). Although the outcome of the inspection is pending, our self-assessment identified areas needing improvement, particularly in ensuring a consistent approach to adult safeguarding, social work practice, and the delivery of adult social care connect ("front door"). The proposed structure provides clear leadership and accountability for these statutory services.
- 2.4 In response to increasing financial pressure and growing demand for adult social care services, the directorate is implementing a new operating framework based on a 3-conversation model, recognised nationally as good practice. This model emphasises the need for clear accountability in developing preventative community services, reducing social care dependency, and planning for long-term care. The current structure cannot effectively support this operating model. There will be a need to realign the assistant director structure, with the number of assistant directors, workforce, and budget appropriately split between the two new directors. This realignment cannot proceed without restructuring the top tier

## **3. Proposed top tier Directorate structure**

- 3.1 Director of Operations – Short Term Support will be responsible for services related to prevention, enablement, adult social care connect, and short-term pathway services such as hospital discharge. It is recommended that Sydney Hill transitions into this role. The Job Description is attached in Appendix C.
- 3.2 Director of Operations– Long Term Support will be responsible for community social work teams, safeguarding practices, DoLS, and AMHP. It is recommended that Mark Albiston transitions into this role. The Job Description is attached in Appendix D.
- 3.3 The exact configuration of the teams under each director may change following consultation with the Assistant Directors. The top level proposed structure is illustrated in Appendix E.

## **4. Consultation**

- 4.1 Only two directors are affected by these changes and would transition into the proposed structure without the need for additional consultation.

## **5. Financial Considerations**

5.1 There are no financial implications.

## **6. Next Steps**

6.1 With the agreement of the Personnel Committee, the two directors will assume the new roles pending County Council approval.

**7. Recommendations** Personnel Committee is asked to **RECOMMEND** to County Council:

The posts of Director of Adult Social Care West Kent and Director of Adult Social Care East Kent; are redefined to introduce the new posts of Director of Operations - Short Term Support and Director of Operations - Long Term Support

## **8. Background Documents**

None

## **9. Appendices**

App A Current Structure Chart

App B Current Job Description

App C Proposed Job Description – Director of Operations Short Term Support

App D Proposed Job Description – Director of Operations Long Term Support

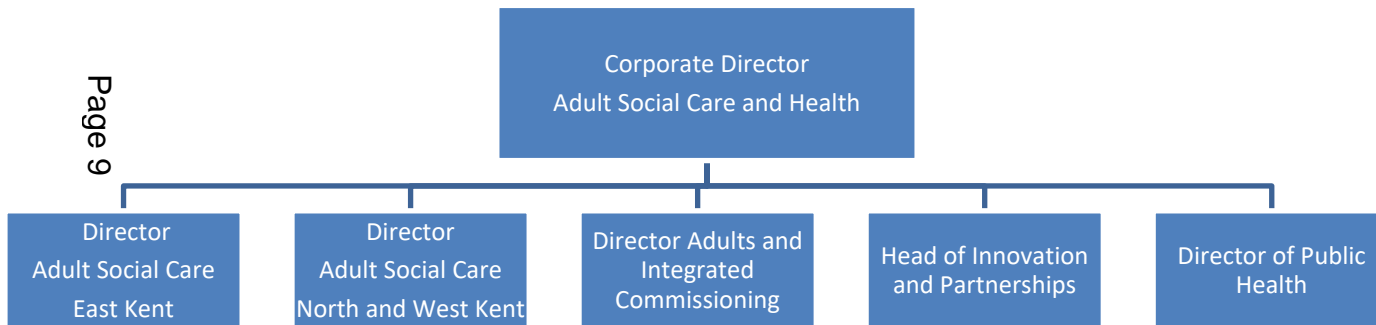
App E Proposed Structure Chart

**Paul Royel**

**Director – Human Resources and Organisational Development**

**03000 416631**

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Current High Level Structure Chart

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# 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:

[Local Account for adult social care](#)

[Health and Wellbeing Strategy](#)

[Being Digital Strategy](#)



# Person Specification

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.

# Job Description

## Director of Operations – Short Term Support

<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 and Health, ensuring services are procured and delivered in accordance with local, national and statutory requirements.

Lead on the delivery of the Adult Social Care vision and strategy including the safe, effective and efficient service delivery which prevents, reduces and delays the need for short term support for statutory services

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:

1. Directors will work within the Kent County Council Corporate Responsibilities guidance for Senior Officers. In addition, as members of the 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.
2. Contribute to the strategic direction for Adult Social Care, and direct the provision of short term support to comply with legislation, government guidance and regulations within the appropriate statutory framework.
3. Lead, inspire, and embed the consistent and high-quality delivery of adult social care interventions to ensure people who draw on care and support, and their families enjoy equitable access, experience, and outcomes.
4. Ensure the delivery of effective short term support services within the legislative

framework, reflecting and developing national themes to promote independence and maximise opportunities from the local health and social care economy

5. Manage an adult social care budget in line with Government and Kent County Council financial regulations and, with the Senior Leadership Team, set the direction and lead the development of strategies to meet Medium-Term Plans. Ensuring appropriate and timely action is taken in response to identified concerns.
6. Lead the development and implementation of Adult Social Care and Health integrated operating models, working collaboratively with all members of the Senior Leadership Team, partners and agencies to ensure high quality, person-centered, efficient services are delivered which meet current and future needs.
7. 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. This includes providing assurance that people's individual outcomes are central to all safeguarding interventions.
8. As part of a strategic leadership team, work with the Director of Adults and Integrated Commissioning to ensure the development of key commissioning strategies meet current and future demand, and influence and be a partner to Health Directors.
9. Provide professional and strategic advice to Members on matters relating to operational delivery and service development, ensuring they are fully briefed on all relevant issues relating to the operational business.
10. Provide a collaborative approach to developing innovative solutions to respond to the changing needs of the health and social care offer.
11. 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 which have a significant impact on the directorate. Act as Duty Director on the Kent County Council's 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. This job description is provided to assist the job holder to know what their main duties are. It may be amended from time to time without change to the level of responsibility appropriate to the grade of post.*

### **Scope and accountability**

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

[Local Account for adult social care](#)

[Health and Wellbeing Strategy](#)

[Being Digital Strategy](#)

# Person Specification

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, which evidence impact for people who draw on care and support and their families.
- 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.
  - Delivering outcomes and demonstrating impact in and across complex health and social care settings.
  -
- 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.

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# Job Description

## Director of Operations – Long Term Support

<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 and Health, ensuring services are procured and delivered in accordance with local, national and statutory requirements.

Lead on the delivery of the Adult Social Care vision and strategy including the safe, effective and efficient delivery of interventions across the county. Provide strategic leadership across the Operations Division with responsibility for long term support provided across the four localities of Kent.

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:

1. Directors will work within the Kent County Council Corporate Responsibilities guidance for Senior Officers. In addition, as members of the 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.
2. Contribute to the strategic direction for Adult Social Care and direct the provision of long term support to comply with legislation, government guidance and regulations within the appropriate statutory framework.
3. Lead, inspire, and embed the consistent and high-quality delivery of adult social

care interventions to ensure people who draw on care and support, and their families enjoy equitable access, experience, and outcomes.

4. Ensure the delivery of effective long term support services within the legislative framework reflecting and developing national themes to promote independence and maximise opportunities from the local health and social care economy.
5. Manage an Adult Social Care budget in line with Government and Kent County Council financial regulations and, with the Senior Leadership Team, set the direction and lead the development of strategies to meet the Medium-Term Plans. Ensuring appropriate and timely action is taken in response to identified concerns.
6. Lead the development and implementation of Adult Social Care and Health integrated operating models working collaboratively with all members of the Senior Leadership Team, partners and agencies to ensure high quality, person-centered, efficient services are delivered which meet current and future needs.
7. 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. This includes providing assurance that people's individual outcomes are central to all safeguarding interventions.
8. As part of a strategic leadership team, work with the Director of Adults and Integrated Commissioning to ensure the development of key commissioning strategies meet current and future demand, and influence and be a partner to Health Directors.
9. Provide professional and strategic advice to Members on matters relating to operational delivery and service development, ensuring they are fully briefed on all relevant issues relating to the operational business.
10. Provide a collaborative approach to developing innovative solutions to respond to the changing needs of the health and social care offer.
11. 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 which have a significant impact on the directorate. Act as Duty Director on the Kent County Council 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. This job description is provided to assist the job holder to know what their main duties are. It may be amended from time to time without change to the level of responsibility appropriate to the grade of post.*

### **Scope and accountability**

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

[Local Account for adult social care](#)

[Health and Wellbeing Strategy](#)

[Being Digital Strategy](#)

# Person Specification

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, which evidence impact for people who draw on care and support and their families.
- 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.
  - Delivering outcomes and demonstrating impact in and across complex health and social care settings.
- Evaluating impact of interventions and service delivery programmes over time, with supporting data analysis.

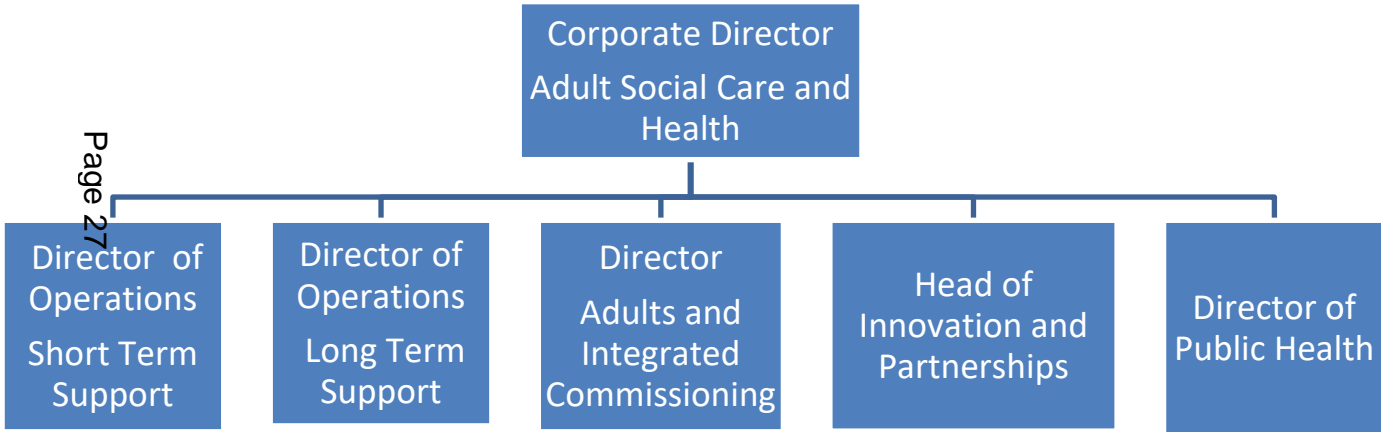
## Skills and Abilities:

- 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.

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Proposed High Level Structure Chart

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By virtue of paragraph(s) 3, 4 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Agenda Item 7

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By virtue of paragraph(s) 3, 4 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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By virtue of paragraph(s) 3, 4 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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