

**By:** Richard Smith – Corporate Director Adult Social Care and Health  
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**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

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