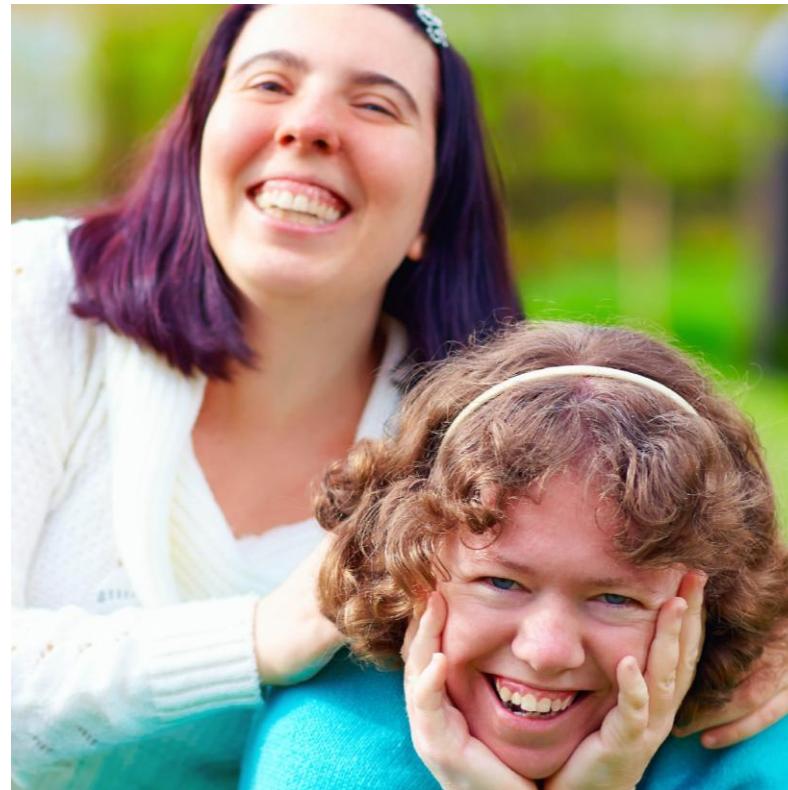


**WE ARE NEWHAM.**



**Recruitment**

# **Director of Adult and Social Care**

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Candidate Pack | March 2026





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# Welcome

**From Fiona Connolly,**  
Corporate Director of Adults and Health

Dear Candidate,

Thank you so much for taking the time to explore these roles. I really do appreciate it, because choosing where you invest your leadership energy matters. And if you are someone who is driven by purpose, complexity and the chance to make a visible difference, Newham is a place where your work truly counts.

We are at a genuine turning point. The past few years have been challenging, and I won't pretend otherwise. But we are now moving into a much more stable and hopeful phase: clearer priorities, stronger governance, a renewed sense of direction, and a leadership team that is grounded, supportive and ambitious for our residents. It feels different, and in the best possible way.

Adult Social Care and Public Health sit right at the heart of that journey. We serve one of the most diverse populations in the country, with extraordinary strengths and significant inequalities. That combination brings responsibility, but it also brings the kind of purpose that makes this work so meaningful.

When things improve here, they improve for people who feel it immediately, older residents, carers, people with disabilities, those navigating crisis, families who need us to get things right. It's why these roles matter so much.

We also know we need leaders who bring a range of experiences and perspectives. At senior levels, our ASC workforce isn't as diverse as it should be, and I am absolutely committed to changing that. We want leaders who reflect our borough, who understand complexity, who can bring empathy and professional confidence into the room, and who can build cultures rooted in trust, respect and brilliant practice.

You will hear a lot from me about practice. Strong, values-driven social care practice is non-negotiable here, and these posts give real scope to shape that. We've invested in the service, including significant growth to our Adult Social Care budget over the coming years, because we believe in strengthening early intervention, stabilising the workforce and improving how residents experience our support every single day.

There is also something uniquely exciting about joining us now. A new leadership cohort is forming, relationships with Members are settling, our improvement programmes are clearer, and there is real appetite for people who want to help shape the next chapter, not just maintain the last one.

You won't be coming into a vacuum; you will be joining a team that is honest, kind, reflective and ready to get on with meaningful work.

If you choose to apply, you will be supported. You will be challenged. You will be trusted. And you will be joining a group of people who care, genuinely, about each other, our workforce and the residents we serve.

If any of what I've said resonates with you, then I very much hope to hear from you.

Warmest wishes,  
**Fiona Connolly,**  
**Corporate Director of Adults and Health**  
London Borough of Newham

# Our Values

At Newham, our **HEART values** guide everything we do. Alongside these, our ‘We Are Newham’ commitments, supporting residents, empowering young people, building homes, protecting communities, capture our purpose and priorities.

As Director of Adult and Social Care, you will be expected to embody these values every day, in how you advise Members, how you lead your team, how you work across the system, and how you hold the line on health inequalities. In this role, living our values means:

- Lead services that are rooted in dignity and strength-based practice
- Target resource toward those with the highest needs and greatest inequalities
- Balance statutory compliance with compassion and innovation
- Build a workforce culture that is accountable, inclusive and professionally confident



# Hear from the Mayor



Who we are



# The Opportunity

## **Director of Director of Adult and Social Care**

London Borough of Newham

Salary: £117,963- £136,101 pa

Qualified Social Worker

Min of 3 Days in the office/borough

**Lead improvement. Shape practice.  
Strengthen outcomes for residents.**

Newham is one of London's most diverse and fast-changing boroughs, entering a new phase of stability, investment and ambition. With strengthened governance, clearer priorities and a renewed focus on delivering visible improvement, we are building a senior leadership team that can bring confidence, clarity and purpose to our Adult Social Care services. This is a high-challenge, high-reward environment, and we are looking for a leader who can make a meaningful, measurable difference.

As Director of Adult Social Care, you will be accountable for the delivery of safe, effective and compliant adult social care in line with the Care Act and all associated legislation. You will provide strategic and professional leadership across a large, diverse workforce, ensuring that practice is robust, values-led and centred on

dignity, independence and the lived experience of residents. You will bring extensive senior experience, strong judgement and the ability to lead confidently under scrutiny, navigating complexity while keeping the focus on outcomes and improvement.

You will oversee a broad portfolio including safeguarding governance, assessment and support services, commissioning and market shaping, prevention and reablement, quality assurance and workforce development. You will ensure strong performance management, effective budget stewardship and robust risk management arrangements across the directorate.

Working closely with colleagues across health, housing, neighbourhoods and the voluntary sector, you will help unblock system barriers, strengthen integration and deliver services that are responsive, inclusive and sustainable. The role also includes visible leadership responsibilities such as supporting emergency planning, deputising for the Corporate Director and contributing to corporate strategy and organisational change programmes.

If you are an ambitious, authentic and resilient leader with a passion for high-quality practice, partnership working and improving the lives of residents, we'd be delighted to hear from you.

## **We Are Newham. Join us!**

For questions or an informal discussion, please contact:



**Amin Aziz**

on 07709 514 141 or email:  
[amin.aziz@penna.com](mailto:amin.aziz@penna.com)



**Kelly Ridley**

on 07709 512415 or email:  
[kelly.ridley@penna.com](mailto:kelly.ridley@penna.com)



**Bruna Varante**

on 07858 306725 or email:  
[bruna.varante@penna.com](mailto:bruna.varante@penna.com)

**Application deadline: Monday 30 March 2026**

# The Role

<b>Grade:</b>	<b>SMR-E</b>	<b>Date:</b>	<b>February 2026</b>
<b>Post No.</b>	TBC	<b>Evaluation No.</b>	TBC
<b>Directorate:</b>	Adults and Health		
<b>Reports to:</b>	Corporate Director of Adults and Health		
<b>Budget Responsibility</b>	£134m		
<b>No of Direct Reports</b>	Assistant Director Early Intervention and Neighbourhood Operational Services Assistant Director for Specialist Services . 330 FTE for Adult Social Care.		

## Overall Purpose of this Role

- Lead and ensure the effective, efficient, and compliant delivery of adult social care services, meeting all statutory and regulatory requirements set by the Care Quality Commission and Social Work England.
- Fulfil the Council’s statutory duties for the safe delivery of adult services, including safeguarding responsibilities under the Care Act 2014 and other relevant legislation.
- Embed the voice and lived experience of service users at the core of service design, delivery, and decision-making.
- Develop and oversee high-quality, best-value adult social care, including preventative, reablement, and care market services, to achieve positive outcomes for those eligible under the Care Act 2014.
- Lead and ensure there is a high performing workforce in Adult Social Care underpinned by a strong strength-based practice and offer expert professional advice to elected members and senior leaders on all aspects of Adult Social Care.

## Key Responsibilities

Key responsibilities below are intended to be a guide to the range and level of work expected of the post holder. This is not an exhaustive list of all tasks that may fall to the post holder and employees will be expected to carry out such other reasonable duties which may be required from time to time.

1. Create and communicate clarity of direction and purpose for staff at all levels in the context of the strategic aims and ambitions of the Council, which support the delivery of the Mayor’s priorities. Lead, direct, and inspire people within the Directorate to deliver great results and excellent customer service. Ensure processes are in place for identifying and developing talent at all levels.
2. Ensure the development and delivery of Council strategies, which support the delivery of the Mayor’s priorities, maximising the contribution of all stakeholders to its delivery to improve outcomes for all residents across the Borough.
3. Provide professional advice on all aspects of statutory and regulated functions, ensuring a professional workforce is in line with legislation. Advise on statutory and regulated functions to maintain a workforce compliant with legislation. Provide oversight via the Principal Social Worker (PSW) and Principal Occupational Therapist (POT), who report to you on a dotted line basis.

4. Maintain best practice horizon-scanning and peer health and social care networks within North-East London, regionally and nationally.

5. Collaborating with members to advance the Council's strategic goals that meet statutory requirements and address residents' broader needs and aspirations, promoting Equity and Justice in service delivery and across the Newham community.

6. Ensure the effective strategic planning, commissioning and delivery of services across the Directorate. Ensure clear service standards are developed in compliance with relevant legislation and that they are communicated and monitored internally and with relevant partners/suppliers

7. Share in the development and review of corporate strategies and planning, budgeting, and allocation of Directorate resources. Ensure risks are identified, managed and escalated (where appropriate) and that mitigation strategies are in place

8. Drive the development of evidence-based service improvement which benefits the people of Newham. Build a culture to support innovation and creativity. Ensure timely and well-planned service improvement programme management.

9. Build and maintain effective relationships with elected members, partners, and other key stakeholders. Acting as a proactive ambassador for the Council, develop and lead partnerships, including at a sub-regional level with other Boroughs, agencies and providers to achieve ambitious outcomes for Newham.

10. Determine budget and resource allocation, ensuring that the Directorate's budget planning, expenditure and monitoring is in accordance with the Council's standards and that financial resources are used to achieve high quality, effective and efficient services providing maximum value for money. Maximise the identification and accessing of external resources to deliver growth, stronger partnerships and an excellent environment for residents.

### **Areas of Knowledge and Understanding Required from Senior Managers**

#### **Strategy**

Effective strategy formulation is crucial for achieving organisational goals and ensuring long-term success. It involves setting clear objectives, analysing internal and external environments, and developing actionable plans to navigate challenges and seize opportunities. A well-defined strategy aligns the organisation's resources and efforts towards a common vision, fostering coherence and direction across all levels. By continuously monitoring and adjusting the strategy in response to changing circumstances, organisations can maintain their competitive edge and drive sustainable growth.

#### **Service Quality**

Service quality is the cornerstone of customer satisfaction and loyalty. It encompasses the consistent delivery of reliable, responsive, and empathetic services that meet or exceed customer expectations. High service quality is achieved through well-trained staff, efficient processes, and a customer-centric culture. By actively seeking feedback and continuously

improving service delivery, organisations can build strong relationships with their customers, enhance their reputation, and differentiate themselves in the marketplace.

#### **Performance**

Performance management is essential for maximising organisational efficiency and effectiveness. It involves setting performance standards, monitoring progress, and providing feedback to ensure that employees and teams are meeting their objectives. By fostering a culture of accountability and continuous improvement, performance management helps identify areas for development and recognise achievements. This process not only enhances individual and team performance but also contributes to the overall success of the organisation.

#### **Resource Management**

Resource management is the strategic allocation and utilisation of an organisation's assets, including human, financial, and physical resources. Effective resource management ensures that resources are used efficiently and effectively to achieve organisational goals. This involves planning, monitoring, and controlling resources to avoid waste and maximise value. By optimising resource allocation, organisations can improve productivity, reduce costs, and enhance their ability to respond to changing demands and opportunities.

#### **Leadership and Culture**

Leadership and culture are fundamental to shaping an organisation's identity and driving its success. Effective leadership inspires and

motivates employees, fosters innovation, and guides the organisation through change. A positive organisational culture, characterised by shared values, trust, and collaboration, enhances employee engagement and performance. By cultivating strong leadership and a supportive culture, organisations can create an environment where employees thrive, and collective goals are achieved.

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**Accountability** ensures that leaders and employees alike take responsibility for their actions and decisions, fostering a sense of ownership and integrity.

Additionally, embracing **Equity, Diversity, and Inclusion (EDI)** promotes a workplace where diverse perspectives are valued, leading to more innovative solutions and a stronger, more cohesive team.

**Key Statements – Working for Newham Council**  
**People at the Heart of Everything We Do**

You must be committed to putting people – Newham residents and Council staff – at the heart of everything you do. Our approach is a collaborative joint enterprise between residents, the Mayor, Members, Council staff and the Corporate Management Team.

**Equality and Diversity**

We are committed to and champion equality and diversity in all aspects of employment with the London Borough of Newham. All employees are expected to understand and promote our Equality and Diversity policy in the course of their work.

**Protecting our Staff and Services**

Adherence to health and safety requirements and proper risk management is required from all employees in so far as is relevant to their role. All employees are expected to understand and promote good health and safety practices and manage risks appropriately.

**Corporate Parent**

Every member of staff working for Newham Council should understand and fulfil our corporate parenting responsibilities for our looked after children that we have under the Children and Social Work Act 2017.

**H.E.A.R.T Values**

All employees should familiarise themselves with and fully embrace our HEART values. These core values and behaviours of Honesty, Equality, Ambition, Respect and Together belong to everyone at the council and we all have a responsibility to practise them and make sure they are visible in everything we do.

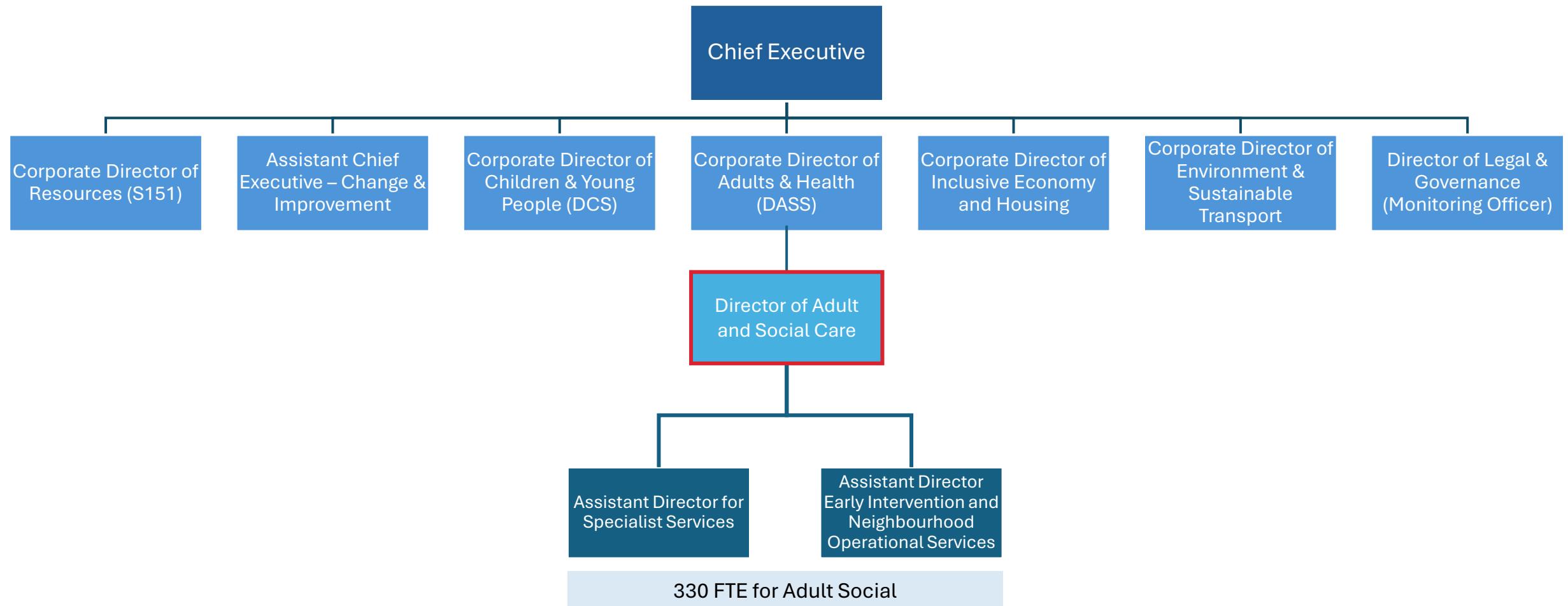
# Person Specification

**Important Information for Applicants:** The criteria listed in this Person Specification are all essential to the job. Where the Method of Assessment is stated to be the Application Form, your application needs to demonstrate clearly and concisely how you meet each of the criteria, even if other methods of assessment are also shown. If you do not address these criteria fully, or if we do not consider that you meet them, you will not be shortlisted. Please give specific examples wherever possible.

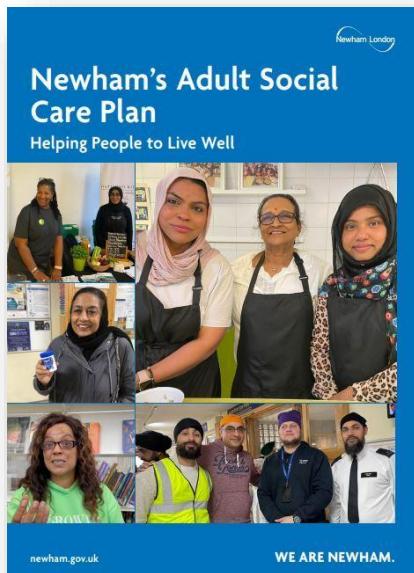
Person Specification Requirements	Assessment Method
Qualification Requirement	(A/I/T)
<ul style="list-style-type: none"> <li>Social Work Qualification and Social Work England Registered</li> </ul>	Application/Pre-Employment
Knowledge	
<ul style="list-style-type: none"> <li>In depth, relevant knowledge of the design, development, and delivery of adult social care services</li> </ul>	Application / Interview
<ul style="list-style-type: none"> <li>A thorough knowledge of the relevant legislation</li> </ul>	
<ul style="list-style-type: none"> <li>Extensive knowledge of health and care strategic and operational planning and transformation approaches at a board and/ or system level</li> </ul>	
<ul style="list-style-type: none"> <li>Extensive knowledge of the health, care and local government landscape</li> </ul>	
Experience	
<ul style="list-style-type: none"> <li>Substantial senior operational experience within Adult Social Care in a large organisation</li> <li>Track record of delivering adult social care services in a partnership environment</li> <li>Significant experience of leading and managing significant programmes of organisational change.</li> <li>Track record of developing and leading high-performance teams.</li> <li>Experience of working in mature collaboration with colleagues across agencies, the council, and partners to develop joined up solutions and delivery models</li> <li>Experience of resource management, including financial management, human resources and delivering outcomes through effective contract and performance management</li> </ul>	Application / Interview

Values and Behaviour		
<ul style="list-style-type: none"> <li>• Commitment to public service values and delivering positive outcomes for residents.</li> <li>• Champion of equality, diversity, and inclusion in both service delivery and workforce culture.</li> <li>• Collaborative and transparent leadership style, promoting trust and accountability.</li> <li>• Resilience, adaptability, and a proactive approach to problem-solving.</li> </ul>	Application / Interview	
Additional Requirements		
<b>DBS</b>	Yes	Enhanced Adults
<ul style="list-style-type: none"> <li>• You will be expected to be in the office at least 3 days a week or more if business requires it and work flexibly including occasionally attending out of hours' meetings.</li> <li>• You will be required to participate in the emergency duty rota providing management guidance and decision making for the safety and welfare of vulnerable adults.</li> <li>• Deputise for the Corporate Director of Adults and Health</li> </ul>		
<b>Politically Restricted Post</b>	Yes	

# Organisation Chart



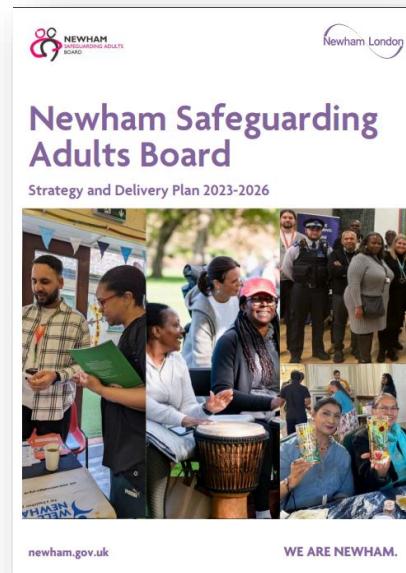
# Further Reading



[Newham's Adult Social Care Plan](#)



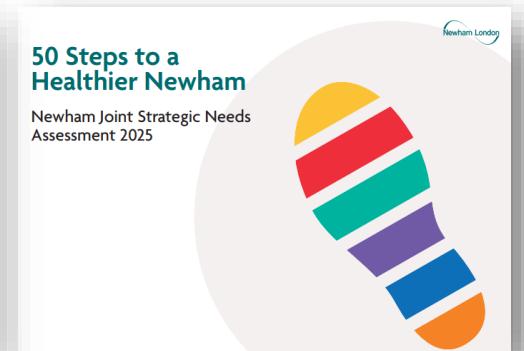
[Adult Social Care Market Shaping Plan](#)



[Newham Safeguarding Adults Board 2023-2026](#)



[Newham Ageing Well Strategy 2022](#)



[Newham Joint Strategic Needs Assessment 2025](#)



[Newham's Carers Strategy](#)

# How to apply?

This guidance contains important information to help with your application:

Please apply by submitting a **CV and Cover Letter** (no more than four sides of A4 in length per document aligned to the person specification). Please also include your contact details.

Please ensure your full employment history is outlined in your CV; where there are essential criteria, competencies and/or qualifications please make clear how you meet these. We may wish to verify this information during the recruitment process.

Please provide the details of two referees. Note that **we will only approach referees for candidates proceeding to final selection and only with your permission**. Please clearly indicate whether we can approach each referee before the selection date.

Please share with us in your Supporting Statement the values and behaviours that you bring to your leadership, and how you will transfer your skills and experience into this role.

Please complete the Equal Opportunities Monitoring Form when you upload your details via our website.

Please upload your application by the closing date – no applications will be accepted once the long listing process has begun.

Following long-listing, you will be contacted directly by a Penna consultant to update you on the status of your application.

Asking for adjustments: we're committed to making our recruitment practices barrier-free and as accessible as possible for everyone. This includes making adjustments or changes for disabled people, neurodiverse people or people with long-term health conditions. If you would like us to consider doing anything differently during the application, interview, or assessment process, including providing information in an alternative format, please contact us.

**To apply for this role, please visit the following link to upload your CV and Cover Letter: <https://execroles.penna.com>**

## Key Dates

<b>Applications deadline</b>	Monday 30 March 2026 11:59pm
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The selection process is expected to include the following stages:

- First stage interviews
  - 1:1 discussion with the Corporate Director
  - Residents' panel and Members Final Panel
- Please note that dates for these stages are currently being confirmed and will be shared with shortlisted candidates in due course.

For questions or an informal discussion, please contact:



**Amin Aziz**  
on 07709 514 141 or email:  
[amin.aziz@penna.com](mailto:amin.aziz@penna.com)



**Kelly Ridley**  
on 07709 512415 or email:  
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**Bruna Varante**  
on 07858 306725 or email:  
[bruna.varante@penna.com](mailto:bruna.varante@penna.com)

## Penna Executive Search

### *Inclusive Leadership ...Redefined!*

At Penna, we specialise in connecting outstanding professionals to senior leadership roles that shape the future of local government.

Our decades of experience working with local authorities set us apart. We understand the demands of political leadership, the importance of corporate plans, and the skills needed to navigate complex, challenging environments.

We work with integrity, imagination, and determination to ensure every placement is the right fit. Whether you are looking for leaders who can deliver major change initiatives, champion high performance cultures, or build stronger partnerships with communities and stakeholders, our specialist team will help you find the talent who can turn vision into reality.

At Penna, we don't want to just fill roles, we want to build leadership that delivers stronger, fairer, and more sustainable communities.

[www.penna.com](http://www.penna.com)





Thank you for your interest in the role.