

# Recruitment of Director of Adults and Integrated Commissioning



Andrew Tromans  
Penna plc | September 2025

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# Welcome to Kent

I am delighted that you are considering applying for the role of Director of Adults and Integrated Commissioning at Kent County Council.

This is an exciting and pivotal time for Kent. Our Making a Difference Every Day strategy and updated Commissioning Intentions, show we are clear in our commitment: to place people at the centre, strengthen independence, and ensure high-quality, joined-up care.

As Director, you will lead one of the most influential commissioning portfolios in local government. Working closely with NHS and wider system partners, you will oversee major areas including hospital discharge, learning disability and autism, neurodevelopmental pathways, and complex care. The scale and reach of this role provide a unique platform to shape services that touch the lives of over 1.6 million people, and to deliver innovation at a level few roles can match.

Our recent CQC assessment recognised areas of strength, including our focus on co-production and innovation.

We were rated as good in equality and diversity, with our understanding of our hard-to-reach communities being a particular strength.

Some areas requiring improvement include governance, safeguarding, and consistency of practice, we regard the report as a mandate for change and improvement.

We have the right foundations, including a skilled workforce and strong partnerships alongside the strengths that the CQC highlighted, but we must now go further and faster in building consistency, confidence, and assurance.

As Director, you will have the opportunity to drive transformation, embed improvement, and ensure that Kent is recognised nationally for high-quality, integrated commissioning that drives real impact for the people of Kent.

Looking ahead, Local Government Review offers further opportunities to influence the future of public service delivery across Kent. For the right leader, this presents a chance not only to transform integrated commissioning today,

but also to help shape the future structures, partnerships and governance of one of the country's most complex and high-profile systems.

Kent is a county of scale, diversity and ambition. It is also a place of possibility. If you share our passion for improving lives, for driving change through collaboration, and for leading with clarity and purpose, then this is a rare and career-defining role.

We look forward to hearing more about the vision, values and expertise you can bring to Kent, and how you can help us make a positive difference every day.

Yours sincerely,

**Richard Smith**  
Corporate Director,  
Adult Social Care  
and Health



# The Opportunity

## Director of Adults and Integrated Commissioning

Salary up to £129,530 pa

Kent County Council



## Director of Adults and Integrated Commissioning

Salary up to £129,530 per annum | Maidstone

*A career-defining role at the heart of adult social care transformation.*

Kent is one of the largest and most diverse counties in England – home to 1.6 million people and facing some of the most high-profile challenges in local government. We are ambitious for our residents and committed to delivering high-quality, person-centred and joined-up care.

We are now seeking a Director of Adults and Integrated Commissioning to lead one of the most significant commissioning portfolios in the country.

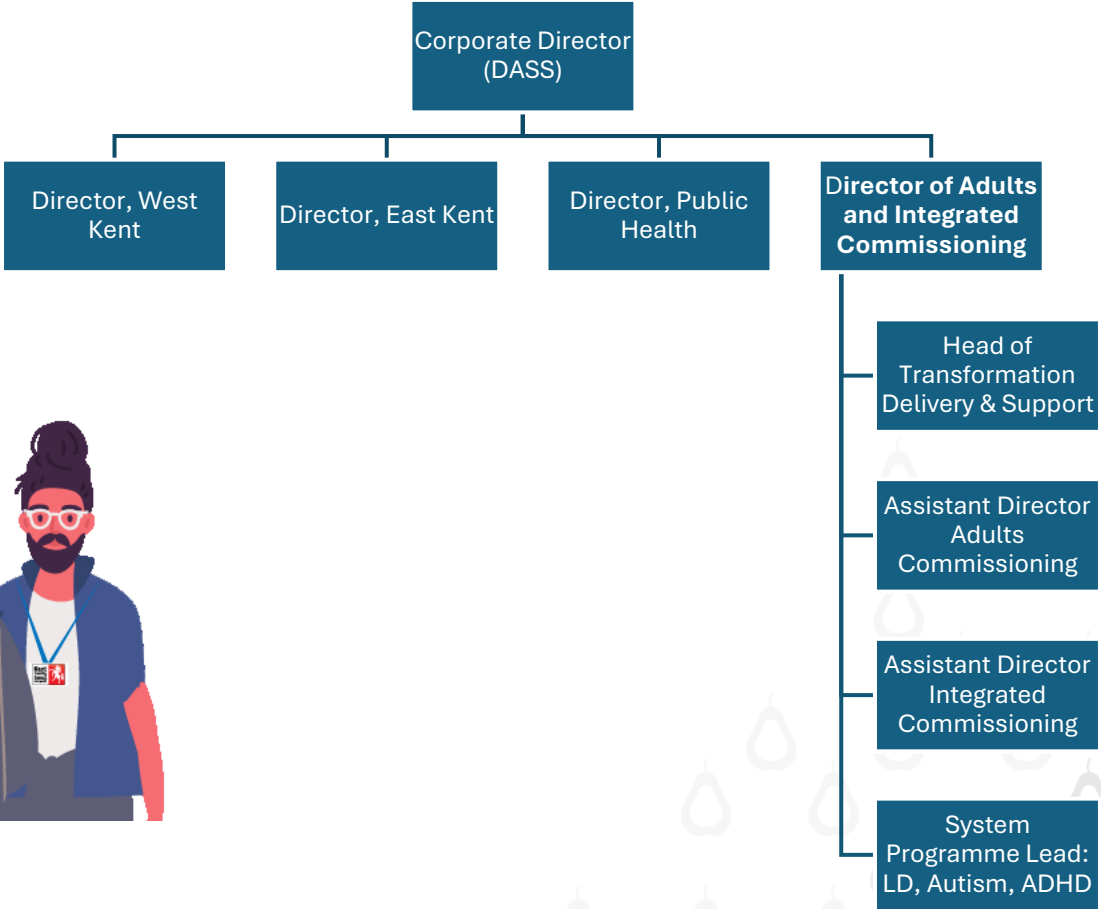
This is a rare opportunity to drive system-wide transformation to embed excellence in governance, safeguarding and partnership working.

With Local Government Review on the horizon, you will also help shape the future of services and structures across Kent.

For further information and to apply, please visit:  
**penna.com/jobs**, or contact our consultants at Penna:  
**Andrew Tromans** at **Andrew.Tromans@penna.com** or on **07805 226301**  
**Kelly Ridley** at **Kelly.Ridley@penna.com** or on **07709 512415**

Closing Date: **Sunday, 12th October 2025**

# Organisational Chart



# Further Reading



Framing Kent's Future



Adult Social Care Strategy



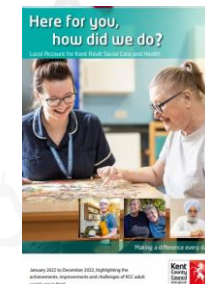
Prevention Framework



Adult Carers' Strategy



Commissioning Intentions



Local Account

# Role Specification

Role:	Director of Adults and Integrated Commissioning
Directorate:	Adult Social Care and Health
Unit:	Adults and Integrated Commissioning
Responsible to:	Corporate Director for Adult Social Care and Health



**Purpose of the Job:**

- Lead the strategic direction and assurance of commissioning by the Adult Social Care Directorate and, on behalf of the whole Council, commissioning undertaken in collaboration with Health partners.
- Lead the development and implementation of effective commissioning that secures adult social care, community support, health, and jointly commissioned services that makes use of the full range of internal resources and those from partners, the market, and the local community, addressing the needs and wishes of people who draw on social care, meeting service requirements, and informed by the latest innovations.

- At a strategic level across KCC and the NHS develop, implement, and continuously evolve and improve and integrated commissioning approach with the NHS in those service areas that will be jointly agreed by the local authority and Health. These will include hospital discharge services, learning disability and ASD services, neurodevelopmental pathways and complex care for children and young people.

**Main duties and responsibilities:**

- Lead and deliver the strategic commissioning priorities of KCC and, where relevant, NHS partners consistent with the objective of delivering the best outcomes for residents across adult social care,

- community support, health, and jointly commissioned services, making best use of collective resources and continuously improving performance and efficiency. As well as that of the Director of Adult Social Services and strategic health partners, ensure integrated commissioning aligns with the vision of the Director of Children’s Services and the Director of Public Health.
- Provide leadership on the development and management of strong partnerships with providers and key public sector partners, including Health, to drive forward transformational change through commissioning, effective market management and the development of a vibrant local market, including the further integration of commissioning between



# Role Specification

the Council and Health partners, to ensure the needs of the local population are met in as sustainable a way as possible.

- Provide leadership to ensure the effective development and delivery of commissioning strategies and best practice across the whole commissioning cycle, enabling the development, delivery and continuous improvement of high-quality services that support Kent residents to lead healthy, fulfilling, and independent lives. Ensure that approaches are developed to commissioning that address personalisation and the whole person pathway from self-care and illness prevention through social, primary, community, secondary, and tertiary care.
- Ensure that there are appropriate governance mechanisms, delegated responsibilities, and procedural arrangements in place to effectively

support the commissioning of high-quality services, including through integrated commissioning arrangements, and which is compliant with internal policy requirements and relevant national guidance, legislation, and regulations.

- Provide regular, timely, and well-formed advice to Council officers, elected members, and ICB officers on national and local policy directives and legal requirements, and on matters relating to adult social care, community support, health, and joint commissioning of services, including advice on alternative service provision methods and potential opportunities.
- Oversee, deploy, and effectively manage KCC and, where relevant, ICB, budgets that are used to commission adult social care, community support, health, and jointly commissioned services.

- Lead responsibility for Section 75 and other partnership agreements between the local authority, Health, and other relevant bodies, ensuring these work as effectively as possible to deliver services with good governance applied and best value secured.
- Lead high-quality Adults and Integrated Commissioning Teams, including the management of key staff within these teams, driving positive cultural change through the appropriate engagement, challenge, and empowerment of officers to work as effectively and efficiently as possible.



# Role Specification

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

## Whole Council

- Seek to improve the lives of all residents in Kent and the economy of Kent
- Act as corporate parent to the Council's Looked After Children
- Take an active role in promoting and ensuring the Council's responsibilities for safeguarding are met
- Understand, communicate and contribute to the delivery of KCC's strategic aims
- Meet statutory obligations and promote and ensure compliance with policies and procedures and the Council's Code of Conduct (Kent Code)

- Advise elected Members and support the democratic process
- Promote the Council brand and enhance the overall reputation of the Council
- Understand and monitor the measures of performance, including customer insight, which define successful outcomes for KCC services
- Maintain and ensure a relentless focus on the customer
- Act to support the Council-wide need to deliver services within budget, thereby avoiding an overspend that could damage the financial viability of the Council
- Overcome professional and service silos to achieve the County Council's objectives

## Integration of Services

- Focus resources where they have the biggest impact

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

## Embedding Commissioning and Engaging Relevant Markets

- Establish an outcome focused organisation
- Meet the financial regulations and standing orders of KCC
- Challenge the status quo and engage with the market to constantly improve
- Ensure all services are delivered effectively and efficiently
- Proactively and continuously seek to improve service delivery

# Role Specification

- 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



# Role Specification

	CRITERIA
<b>QUALIFICATIONS</b>	<p>Educated to degree level with evidence of continuing professional development across adult social care and health over a significant period.</p> <p>Professional qualification in health, social care, or commissioning, or substantial relevant experience in these areas.</p>
<b>EXPERIENCE</b>	<p>Substantial experience at a senior management level in health and social care which has included complex, difficult, and challenging decision-making and working within the statutory framework for health and social care services.</p> <p>Demonstrated experience of leadership, which has included directing services and multi-disciplinary teams through times of change and ambiguity.</p> <p>Demonstrated experience of the successful delivery of major transformational change programmes and associated projects within a similar environment.</p> <p>Substantial experience of inter-agency and collaborative working across organisational boundaries at all levels and with different professional groups.</p> <p>Substantial commissioning experience, which has included developing strategic priorities, designing and delivering services aligned to those priorities, collaborating with partners and service users to deliver the best outcomes, and evaluating from outcomes to continuously improve the delivery of services.</p> <p>Demonstrated experience of budget setting and managing large budgets and resources, including joint commissioning or shared budgets.</p> <p>A proven track record of working effectively within a political environment, providing clear, balanced advice and guidance on strategic issues to achieve the organisation's corporate and service objectives.</p>

# Role Specification

	CRITERIA
SKILLS AND ABILITIES	Strategic thinker with proven high-level leadership skills and an ability to set a clear direction of travel within a complex and challenging environment with multiple stakeholders whose priorities may not necessarily align.
	Interpersonal ability to work across professional and organisational boundaries within and outside the Council with the skills to take a partnership approach.
	Outstanding influencing and negotiating skills, underpinned by in-depth knowledge of different stakeholder interests and organisational cultures, with an ability to develop and maintain credibility and confidence of colleagues.
	Strongly developed oral and written communication skills with the ability to manage and communicate very complex, highly sensitive, and highly contentious information in a clear and compelling way to different audiences.
KNOWLEDGE	An in-depth, practical knowledge of legislation and national and local policy, particularly in relation to the agenda for the closer integration of local authority and NHS commissioning of health and social care services.
	Expert knowledge of all aspects of the commissioning cycle, including a thorough awareness and understanding of widely recognised best practice.
	A thorough understanding of demographic profiling, health inequalities, and health and social care issues in a diverse community and a commitment to adhere to and promote equalities legislation and local policy.



# Role Specification

	CRITERIA
KENT VALUES AND CULTURAL ATTRIBUTES	<p>Kent Values:</p> <ul style="list-style-type: none"><li>• We are brave. We do the right thing, we accept and offer challenge</li><li>• We are curious to innovate and improve</li><li>• We are compassionate, understanding and respectful to all</li><li>• We are strong together by sharing knowledge</li><li>• We are all responsible for the difference we make</li></ul> <p>Our values enable us to build a culture that is:</p> <ul style="list-style-type: none"><li>• Flexible/agile - willing to take (calculated) risks and want people that are flexible and agile</li><li>• Curious - constantly learning and evolving</li><li>• Compassionate and Inclusive - compassionate, understanding and respectful to all</li><li>• Working Together - building and delivering for the best interests of Kent</li><li>• Empowering - Our people take accountability for their decisions and actions</li><li>• Externally Focused - Residents, families and communities at the heart of decision making</li></ul>

# Next Steps & How to Apply

This guidance contains important information to help with your application:

Please apply by submitting a CV and Supporting Statement (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://penna.com/jobs>**

Key Dates	
Applications deadline	12 October
Technical Interviews	21 October
Final Interviews	10 & 11 November

For questions or a confidential discussion, please contact:



**Andrew Tromans**  
on 07805 226301 or  
[andrew.tromans@penna.com](mailto:andrew.tromans@penna.com)

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Working with integrity and diligence - and with a non-negotiable commitment to inclusion - we ensure that clients access the strongest talent and that candidates are supported to showcase the unique value they bring.

Whether you're ready for the next step in your career or building a successful leadership team, our specialist consultants help turn ambition into reality.

We don't simply fill roles – we empower leaders to fulfil their potential and shape organisations that deliver sustainable improved outcomes.

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**Any questions?  
Please don't hesitate to contact us**



**Andrew Tromans  
07805 226301 / [andrew.tromans@penna.com](mailto:andrew.tromans@penna.com)**