

CANDIDATE BRIEFING PACK

Executive Director of Adult Social Care

Prepared for Suffolk County Council

July 2024



Penna

FIND | EXCITE | SECURE

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Welcome Letter

Dear Colleague,

Thank you for your interest in Adult Social Care at Suffolk County Council.

We have an ambitious corporate strategy with health and wellbeing as a core objective and a recently launched, People at the Heart of Care delivering 4 key outcomes: Independence, Quality, Sustainability and People's Voices at the core.

We have recently participated in the CQC pilot (in which we were rated "Good") and our award-winning ASYE programme has seen us win gold at the National Social Worker Awards in 2022 and 2024.

We are committed to innovation and have bold ambitions for personalisation and co-production. We are exceptionally proud of Cassius, our award-winning digital offer that is key to us delivering improved outcomes for our residents.

Building on these successes you will be comfortable to lead innovating and employing technology and new solutions and approaches to accelerate our modernisation and ensure that we are providing a future-proofed service that delivers the best value. Adult Social Care will be a significant contributor to the savings targets that must be achieved so that SCC can meet its financial challenges. This is embedded within the major programmes that are in place.

Our new Executive Director for ASC will lead, and be supported by, a forward-thinking and pro-active team committed to delivering sustainable services that best meet and reflect the needs of our population. We have big ambitions for Adult Social Care to be delivered in partnership with the NHS, District Councils and other partners and our new Executive Director for ASC will play a critical strategic role in achieving that.

You will be willing to explore new ways of doing things, lead and develop strategic change and bring a diverse range of staff and providers with you as you do so.

In return, we offer a fantastic, supportive and inclusive working environment with great flexible working options and many other benefits – not least a real opportunity to make a difference and improve the lives of our residents.

If you share our vision and are looking for a place where you can really make a difference, we want to hear from you!

I look forward to receiving your application.

Best Regards



Nicola Beach

Chief Executive, Suffolk County Council

Advertisement

Executive Director of Adult Social Care

£140,000 a

About Us

Suffolk County Council has an ambitious corporate strategy with health and wellbeing as a core objective and a recently launched, People at the Heart of Care delivering 4 key outcomes: Independence, Quality, Sustainability and People's Voices at the core.

We have a commitment to our progressive programme of social care and health integration to support how best we can respond to the changing population needs in the county. This includes working closely with colleagues, partners and communities to develop new models of care provision, further embed person-centred, asset-based practice, and to use technology and innovative digital solutions to deliver improved health and wellbeing outcomes. Within this programme is a substantial savings target that Adult Social Care services must deliver now and, in the future, to support the significant financial challenges facing the organisation.

Our new Executive Director for Adult Social Care will bring innovation and drive to help us on our evolving journey to continuous improvement. In turn, this role will offer you the opportunities and support to make a positive and lasting difference across Suffolk.

The Role

As our new Executive Director of Adult Social Care and designated DAS, you will be a vital member of our corporate leadership team. Joining our supportive organisation, you will lead a high-potential team, building on strong partnerships and our CQC pilot 'Good' rating to ensure that we deliver, today and in the future, innovative and sustainable adult social care services that meet the evolving population needs in the county.

Why Suffolk?

Suffolk is a wonderful county that offers beautiful coastal and rural villages alongside lively and thriving market and urban towns. Our adult care service has an experienced, high-performing and supportive leadership team and a dedicated, motivated workforce. Together we have already made great strides in our priorities and are ready to welcome our new Executive Director. You will be joining a Council where we are determined to work collectively to embrace technology and innovation, particularly where that improves the lives of the most vulnerable in our county.

About You

This exciting role calls for a leader who has a deep understanding of social care, has excellent organisation and communication skills, and can work with and influence a wide stakeholder group (including the corporate centre, peers, colleagues, partners in the third sector, and elected members).

You must have a clear track record of success in leadership within a relevant setting and importantly you will have the residents you are serving at the heart of everything you do. To succeed in Suffolk, you will be an authentic, collaborative and developmental leader, able to lead and influence system-wide.

We're passionate about improving the future of our residents. If you are too, join us and make a huge and meaningful impact.

Travel and workplace requirements

This role includes hybrid working, with a minimum requirement of at least two days in the office per week. On occasions, there may also be a requirement for you to travel to locations away from your contractual base, using reasonable and suitable means available to you. If you require a reasonable adjustment due to a disability to meet the travel requirements of this role, please speak with the contact detailed below.

For more information on the role/Suffolk CC please visit: careers.suffolk.gov.uk/leadership

For a confidential discussion about your suitability, and to apply, please get in touch with our retained partners at Penna:

- Andrew Tromans via email andrew.tromans@penna.com or call 07805 226301.
- Carol Coyle via email carol.coyle@penna.com or call 07500 887849.

Closing date: 11 August 2024 (11.30pm)

Job and Person Profile (JPP)

Job details	
Job title	Executive Director of Adult Social Care (ASC)
Job Reference	15842
Grade and Salary	£140,000 per annum
Location	Based at Endeavour House, Russell Road, Ipswich IP1 2BX with a requirement for frequent travel across the county.
Hours per week and status	37 (notional) - permanent

About us

As a modern and effective council, we understand the importance of being flexible and well-connected in the ways we work. We focus our ambitions on doing what's right for our people, our partners and our communities - both now and for the future.

That is why, as one of the largest employers in Suffolk, we believe in empowerment through collaborative working, accessible career paths and professional development.

We offer encouragement, support and care to enable you to be the best that you can be and to make a meaningful impact in your role for the benefit of the people of Suffolk and to **Reimagine the possibilities**.

Main purpose of the job

The Executive Director of ASC is responsible for providing effective and visionary leadership to Suffolk County Council's ASC services and the workforce who are committed to their delivery. A key priority is steering effective integration between health and social care through collaboration with stakeholders and partners across the system to deliver improved outcomes for Suffolk residents.

As the professional head for the **service**, you will hold accountability for discharging the statutory obligations of the Director of ASC as well as shaping and delivering the local and national agendas for adult services.

A key aspect of this role is leading the implementation of our comprehensive "People at the Heart of Care" strategy, which focuses achievement on four key outcomes: Independence, Quality, Sustainability, and People's Voices. Strong directorate leadership will be pivotal in the delivery phase of our strategy, ensuring the principles within People at the Heart of Care are fully embedded within the service.

Spearheading the significant transformation of ASC is a crucial part of this position. You will drive innovation and excellence within the service, developing and implementing strategies to enhance service quality and efficiency while balancing and addressing the pressure of increasing demand. This transformation demands strong leadership skills and the ability to inspire and guide teams through significant change.

Collaboration with key stakeholders is essential in this role. You will work closely with County Councillors, the Corporate Leadership Team (CLT), and Health Leadership to develop and deliver the council's political and strategic agendas. You will also collaborate with the Executive Director of Children and Young People Services to ensure integrated, family focussed service delivery across the council.

As a senior leader within the organisation, you are expected to promote the county council's vision, objectives, and priorities effectively to staff, partners, and the public. You will foster a culture of innovation, value for money, and outcome-based customer focus, while modelling organisational values and inspiring staff to embody these principles in their work.

About the team

In Suffolk we are committed to ensuring that adult social care and health integration is as developed and effective as possible to best respond to the changing population needs in the county. We are working in new ways with colleagues, partners and communities to develop and initiate models of care provision, further embed person-centred, asset-based practice, and to use technology and innovative digital solutions to deliver improved health and wellbeing outcomes.

We are committed to innovation and have bold ambitions around personalisation and co-production. We are exceptionally proud of Cassius, our award-winning digital offer and our overall 'good' rating from a recent CQC pilot. In addition, we have an award-winning Assessed and Supported Year in Employment Programme that has seen our employees win 2 years running (2022 and 2023) at the Social Worker of the Year awards.

In summary, we are a forward-thinking, pro-active team working across health and social care who are committed to delivering sustainable services that reflect the needs of our population.

What you will be expected to deliver in the role

- Take accountability for the strategic and financial performance of the ASC directorate, while sharing accountability with the **Corporate Leadership Team** for overall organisational performance.
- Responsible for the delivery of identified savings within the programme of transformation within ASC services that must be met as a vital contribution to the financial challenges facing SCC now and in the future.
- Foster a high-performance culture within the ASC directorate and across the organisation, promoting flexibility, innovation, and continuous improvement to deliver excellence and best value for Suffolk residents.
- Maintain a clear focus on customer, family, and community needs, developing long-term sustainable solutions that maximise independence and enable people to live fulfilling lives.
- Provide strategic leadership to the ASC directorate management team, inspiring and empowering staff throughout the service.
- Deliver excellent executive leadership in planning, programme development, human resources, employee development, business operations, and fiscal oversight.
- Demonstrate effective system leadership by building trust and developing shared priorities with partners and stakeholders. Tackle areas of conflict openly and create collaborative solutions to ensure the delivery of user-focused, integrated, locality-based services for vulnerable adults and their families.
- Manage and facilitate appropriate networks, boards, and individual stakeholder relationships across the system to promote increased integration and collaborative working.
- Foster an integrated leadership approach by developing strong working relationships with the Directors of Children and Young People, Public Health, and Fire & Public Safety. Challenge silo working and ensure the delivery of joined-up prevention strategies, demand management pathways, and integration initiatives across Suffolk.
- Provide clear and professional advice on the statutory and professional obligations of the Council in relation to Adult Social Care, ensuring compliance with relevant legislation such as the Safeguarding and Vulnerable Groups Act 2006, the Local Authorities Social Services Act 1970, and the Care Act 2014.
- Lead collaborative, integrated, outcome-based service planning that considers national performance standards, statutory requirements, and local performance plans.
- Develop and implement effective communication strategies to share the vision and plans with employees, partners, and the public, ensuring clear understanding of impacts and outcomes.
- Continuously monitor and review organisational and directorate strategies, plans, and priorities to ensure effective delivery, appropriate risk management, and alignment with future needs.
- Actively review service delivery options to ensure they meet current and future needs efficiently and effectively for Suffolk.
- Oversee effective commissioning strategies and processes, ensuring adherence to procurement protocols and value for money from services provided by voluntary, independent, and private sector organisations.
- Lead the safeguarding agenda for ASC, ensuring that adult safeguarding is a corporate and universal priority.

- Take accountability for the strategic and financial performance of the ASC directorate, while sharing accountability with the **Corporate Leadership Team** for overall organisational performance.
- Challenge and optimise the management of county council resources (people, property, information, and finance), identifying innovative and effective solutions to deliver against challenging savings agendas while managing associated risks.

Emergency Planning

You will be required to be involved in Emergency Planning Services for the Authority and will have tasks delegated to you as appropriate within the Emergency Planning arrangements. It is expected that you will participate in training exercises and emergency planning responses as required.

Although this list provides examples of what you will be doing it's not intended to be exhaustive, and you will have personal objectives linked to our People Plans and Strategies that will be discussed and agreed with your line manager when you start.

Person Profile – what you will bring to the team

Qualifications and professional memberships

1. Degree in a relevant subject or equivalent relevant experience
2. Evidence of continued professional development.
3. A relevant professional qualification and/or registration in Social Care, Health or another relevant field.
4. A relevant management or leadership qualification (desirable).

Values and personal qualities

5. Demonstrates a genuine commitment and enthusiasm formaking a positive difference for Suffolk.
6. Shares our [WE ASPIRE](#) values and leads by example in relation to these, including visible leadership across the county.
7. Evidence of acting as a leader and role model in fairness, Equality, Diversity and Inclusion (EDI) and Health, Safety and Wellbeing.
8. Strives to continuously improve in everything they do, taking the initiative to learn and develop.
9. Brings creativity into their work through innovation and openness to change.
10. Collaborates well with others and offers assistance and support to colleagues.
11. Demonstrates integrity and resilience as a leader within the organisation.

Specialist knowledge skills and experience

12. Proven track record of high performance at a senior level within a local authority or comparable large, multifunctional organisation.
13. Extensive experience leading adult social care teams, with a current, in-depth understanding of the field.
14. Demonstrated ability to work effectively within a corporate setting as part of a leadership team.
15. Comprehensive knowledge of major issues facing local government and specific challenges in adult and community services.
16. Successful delivery of complex service redesign and improvements, driving associated cultural change.
17. Strong record of policy and strategy formulation, with proven ability to translate strategies into tangible actions and outcomes.
18. Skilled in harnessing staff strengths and talents to support their development and achieve common goals.
19. Successful resource management, including budget formulation, monitoring, and performance control in complex/political organisations.
20. Proven ability in multi-partner and/or commercial negotiations, positively impacting communities and stakeholders.
21. Experience providing sound professional advice to elected Members and building effective political working relationships.
22. Demonstrated ability to facilitate open, honest relationships with leadership teams, staff, and the wider community to overcome service delivery barriers.
23. Strong track record of effective engagement with diverse partners and stakeholders across all sectors.
24. Proven success in effective community engagement initiatives.

If you think you have what it takes to be successful in this role, even if you don't meet all the criteria, please apply. We'd appreciate the opportunity to consider your application.

Travel requirements

You will need to travel, so you must either hold a full, current driving licence and have access to personal transport or meet the mobility requirements of the role through other reasonable and suitable means.

Our values – WE ASPIRE



At Suffolk County Council our WE ASPIRE values set out the behaviours we expect from everyone in the organisation regardless of who they are, what their role or grade is or where they work.

The values have been developed through feedback and input from employees at the council and underpin how we go about our everyday work. They define us and help us to be the best we can be.

Visit our [careers pages](#) for more information on our WE ASPIRE values.

Our Customer Commitment



In addition to our WE ASPIRE values, we also have a **Customer Commitment** which sets out a number of strong principles that help support high standards of customer service and care that we can all endeavour to consistently demonstrate.

For more information, view our [Customer Commitment poster](#).

More information for recruitment applicants

We offer a fantastic working environment including diverse and active staff networks, great flexible working options and many benefits, as well as the opportunity to improve the lives of Suffolk residents.

Visit the [Suffolk County Council career website](#) to learn more, including information about adjustments to recruitment processes, our interview schemes and other commitments to equality, diversity and inclusion.

About Suffolk County Council

We have an ambitious corporate strategy with health and wellbeing as a core objective; and we have just launched our exciting new People at the Heart of Care strategy that will deliver 4 key outcomes: Independence, Quality, Sustainability and People's Voices at the core.

We have a commitment to continually develop our exciting programme of social care and health integration to best respond to the changing population needs in the county. We are working in new ways with colleagues, partners and communities to develop new models of care provision, further embed person-centred, asset-based practice, and to use technology and innovative digital solutions to deliver improved health and wellbeing outcomes.

Your innovation and drive will help us to continue improving and evolving. Our opportunities and support will enable you to make a difference and leave a positive, lasting legacy.

For more information please visit: <https://careers.suffolk.gov.uk/home/about>

People at the Heart of Care

Our ambition, titled People at the Heart of Care, sets out how we will work to support people to live fulfilling and independent lives in Suffolk.

This will be delivered through four strategic outcomes:

1. People's voices at the heart of Care
2. Independence at the heart of Care
3. Quality at the heart of Care
4. Sustainability at the heart of Care

Making it happen

People at the heart of Care will be the key driver for our future transformation plans. We will build on the work we have already done to prepare for Social Care Reform, develop new programmes as needed, and continue progressing our existing transformation programmes including People First and Independent Lives.

We want to involve our staff, partners and residents in shaping this work to draw on the knowledge, skills and experience across Suffolk and give everyone a say in the best way to deliver our ambition. [Read more about People at the Heart of Care.](#)

Why Suffolk

Suffolk is a wonderful county that offers beautiful coastal and rural villages alongside lively and thriving market and urban towns. Our adult care service has an **experienced, high-performing and supportive leadership team and a dedicated, motivated workforce**. Together we have already made great strides in our priorities and are ready to welcome our new Executive Director. You will be joining a Council where we are determined to work collectively to **embrace technology and innovation**, particularly where that improves the lives of the most vulnerable in our county. [Read more about Suffolk.](#)

CQC Good Overall Rating

Suffolk County Council has been awarded an indicative overall rating of “Good” for the quality of its Adult Social Care services.

Following a period of intense inspection by the Care Quality Commission (CQC) in 2023, Suffolk County Council became one of the first councils nationwide to achieve this standard.

CQC’s final report rated the overall quality of Suffolk County Council’s Adult Social Care services as “Good” and highlighted areas of strength including, the quality of its leadership, the culture of learning and support for staff, the range of digital care options available, the good relationships between social care and health colleagues and locality team knowledge and understanding of community needs.

[View the CQC assessment report.](#)

Corporate Leadership Team

Vacancy

Executive Director of
Adult Social Care

Sarah-Jane Smedmor

Executive Director for
Children and Young People

Stuart Keeble

Director of Public
Health and Protection

Andrew Cook

Executive Director
of Growth, Highways
and Infrastructure

Jon Lacey

Chief Fire Officer and
Executive Director of
Fire and Public Safety

Louise Aynsley

Head of Finance
(S151 Officer)

Nicola Beach

Chief Executive

Stephen Meah-Sims

Deputy Chief Executive
and Executive Director of
Corporate Services

Andrew St Ledger

Head of Communications,
Consultation and Media

Jeanette Bray

Head of HR

Finance, Insight & Intelligence, IT and HR



ASC Business Plan 2023-24



Forewords



Georgia Chimbani,
Director of Adult and Community Services

Every year comes with its own set of challenges; this upcoming year I want everyone within ASC and Suffolk to focus on the same goal - the future of social care in Suffolk.

We have now launched our People at the heart of Care transformation programme, an ambitious reimagining of Adult Social Care which will build on the strengths, and the lessons learned following both the recent Peer Review and the pilot CQC assessment of our service.

I know change can be challenging sometimes, but it is necessary to make best use of new opportunities to ensure people live good, fulfilling, independent lives as part of the community in Suffolk.

One of the best ways to avoid feeling unsettled or worried about a change is to get involved and be an active part of that change from the start, so I hope you will see this business plan is an open invitation to you to join us on this journey of change and opportunity - help us put People at the heart of Care.

Georgia



Cllr. Beccy Hopfensperger
Cabinet Member for Adult Care

Looking after the health and wellbeing of the people of Suffolk is a vital role – and is at the heart of our ambitions as a county council. Over the coming year, Adult Social Care will continue to work with individuals, communities, and partners, find ways to be innovative, and explore every opportunity to find ways to allow people, who need additional support, to live good, healthy lives as part of their community.

We must continue to deepen the integration of health and social care, to make the most of each interaction with people who need our support. Working with the NHS, district and borough councils, and other partners we will prioritise the physical and mental health of everyone in Suffolk.

I am incredibly proud to be the Cabinet member for Adult Care. I believe we have the right people in the right places to deliver good quality care for people, whilst navigating the sometimes-challenging waters of balancing budgets and competing needs

Beccy

People at the Heart of Care - Our new strategic approach



People at the
heart of Care

We want to involve our staff, partners and residents in shaping this work in order to draw on the knowledge, skills and experience that exist across Suffolk and give everyone a say in the best way to deliver our ambition.

People at the heart of Care is designed to enable Adult Social Care to deliver more for the people of Suffolk despite continuing financial challenges and as new Social Care Reforms are introduced in England. This approach focuses on four strategic outcomes:

Independence at the heart of care – because we know people want to be independent and live better lives when we support them to be as independent as possible.

People's Voices at the heart of care – we want services and support that work well for the people that use them and to be a place where people are happy and proud to work. To do this we need to seek out people's views and listen and respond to them. We also need to design services with the people who will use and deliver them.

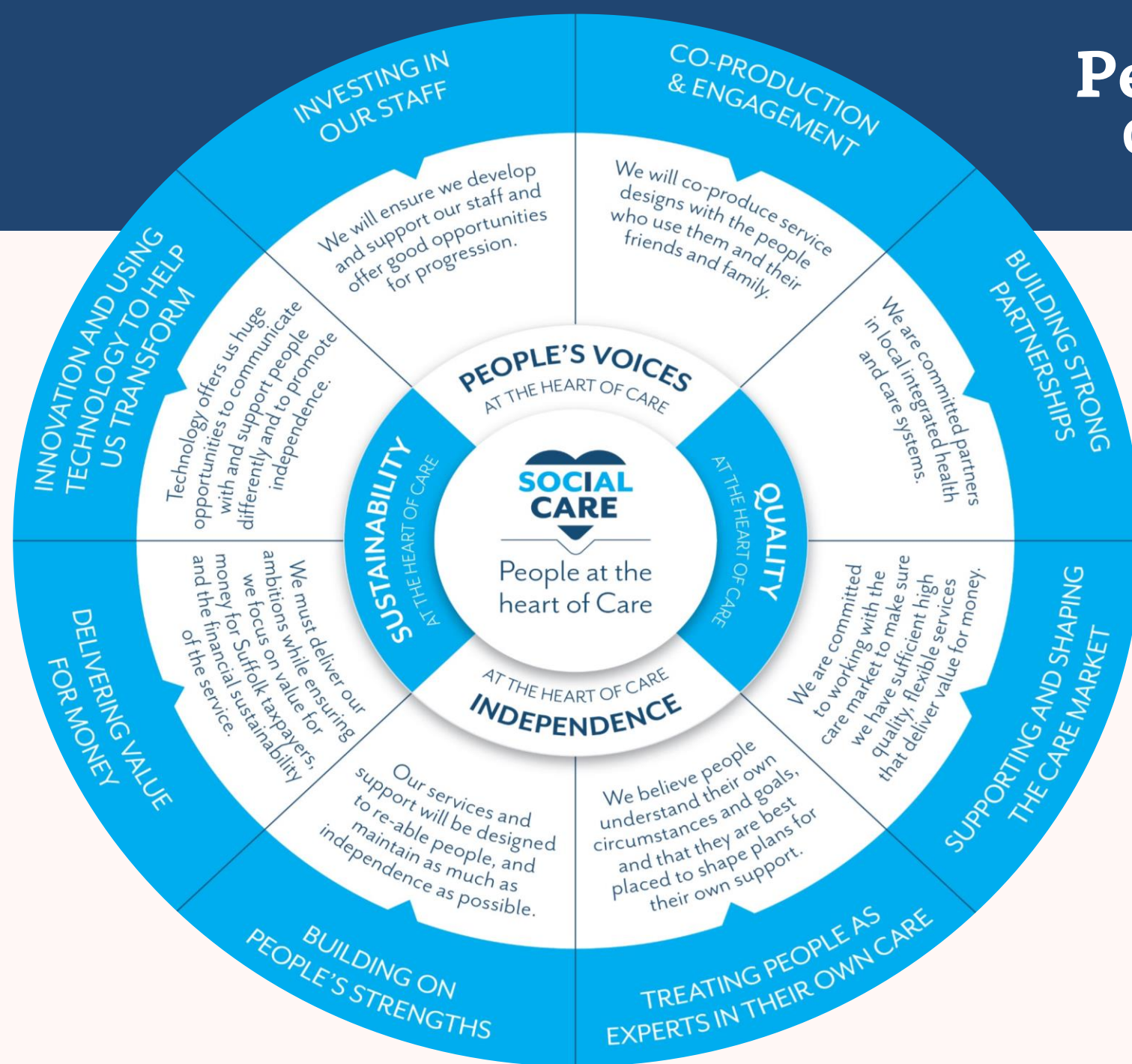
Quality at the heart of care – people in Suffolk deserve excellent social care practice and a care market that provides sufficient appropriate high-quality services.

Sustainability at the heart of care - with the increased pressures we face, we need to ensure we are managing demand and need effectively and that our services are financially and environmentally sustainable and that we can recruit the people needed to deliver them.

This approach is being launched at a time when the future of national government reforms is uncertain. Our approach will allow us to deliver on our ambitions for services and be in a strong position to adopt national reforms if they do progress in 2025.

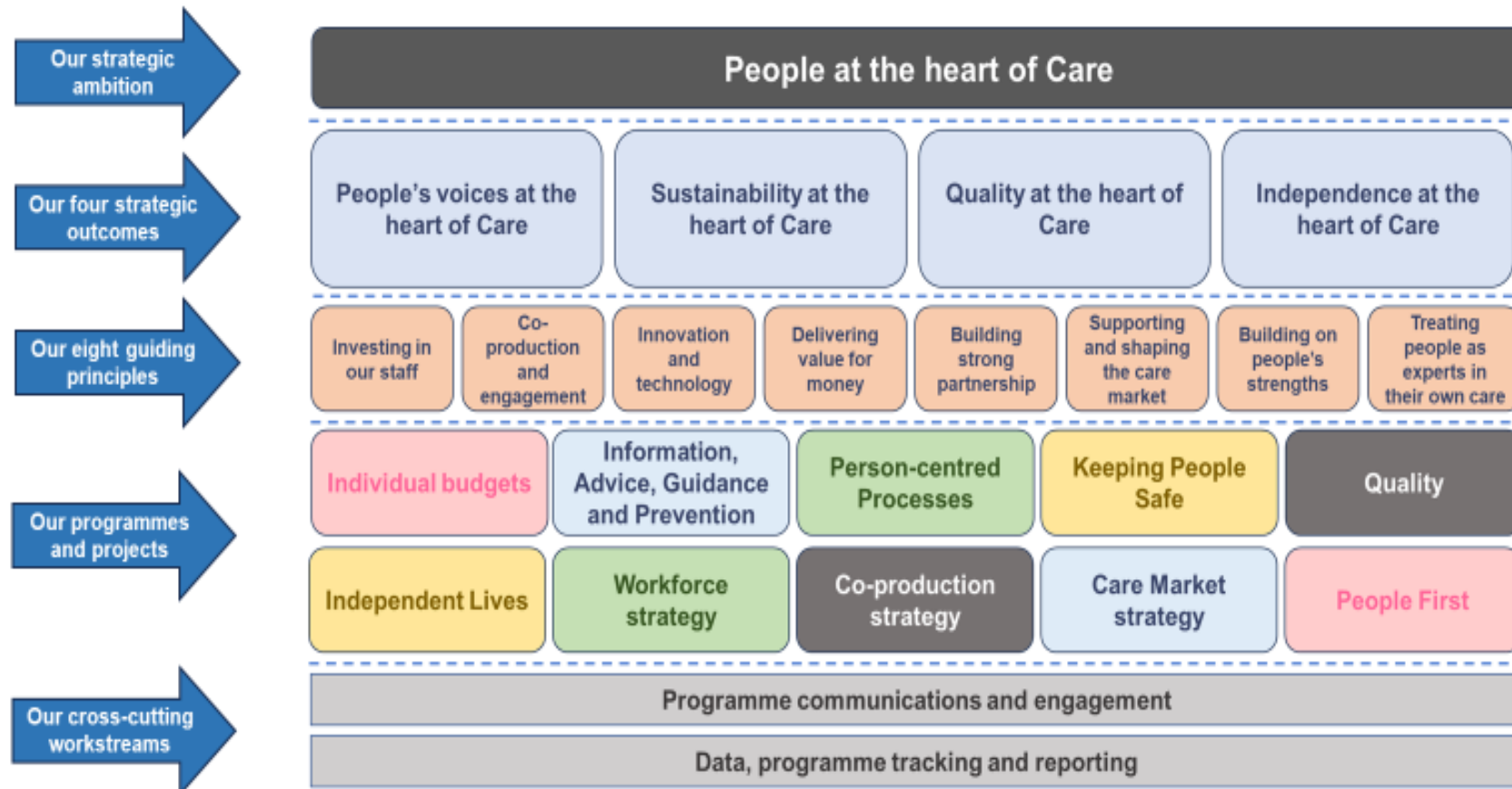
People at the Heart of Care

Our Care and Support Compass



The compass is used to demonstrate how our themes and principles will guide us through this major transformation in the ways we work as a service.

People at the heart of Care delivery structure – the projects and programmes which will achieve our strategy



Adult Social Care Overview – what we do



People at the heart of Care



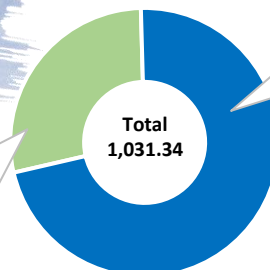
Show social care a little love

#SupportSocialCare

ACS Workforce Establishment

ACS Workforce

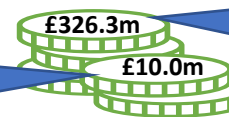
Registered Social Workers & OT's 290.47, 28.2%



Other Supporting roles, 740.87, 71.8%

Budgets

2022/23 Capital Programme



2023/24 Net Budget

	2022/23 Target	Delivered	2023/24 Target
People First	£4.364m	£4.364m	£6.394m
Independent Lives (inc MH)	£4.303m	£0	£4.689m

Home First

7,666

12 month Referrals



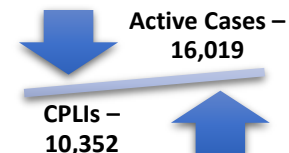
SCC Home First reablement service helps around 550 people at any one time and have helped 6,915 people in the past 12 months.

CQC Rating	Provider Numbers	% of total providers
Outstanding	40	10.13%
Good	263	66.58%
Req Improvement	40	10.13%
Inadequate	5	1.27%

CQC - Outstanding / Good comparison

Suffolk	87.8%
CIPFA (Statistical Neighbours)	71.20%
East of England	66.08%
National	68.46%

Social Care



* CPLI – Care Plan Line Item

Care Provision

Care Home Total	7,193	2,878
Nursing care for adults	3,330	589
Residential care for adults	3,954	2,398

■ CQC registered places ■ Beds purchased by SCC

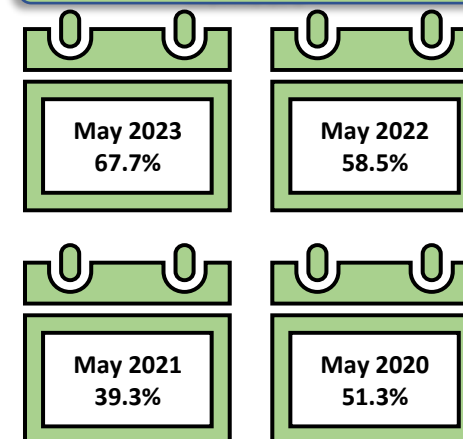
Direct Payments

May 23	1,485
May 22	1,449
May 21	1,532
May 20	1,587

Carers receiving direct Payment support (12 mth rolling fig)

May 23	2,206
May 22	2,166
May 21	1,698
May 20	1,928

Rolling 12 month review numbers

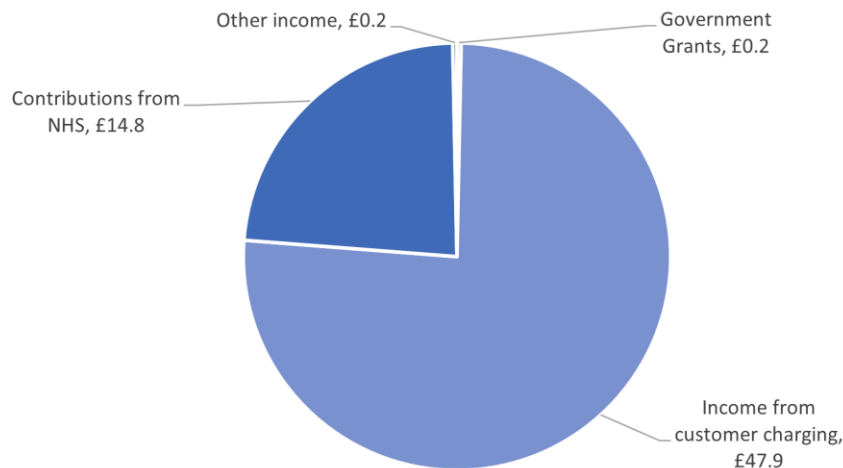


What the Adult Social Care budget pays for

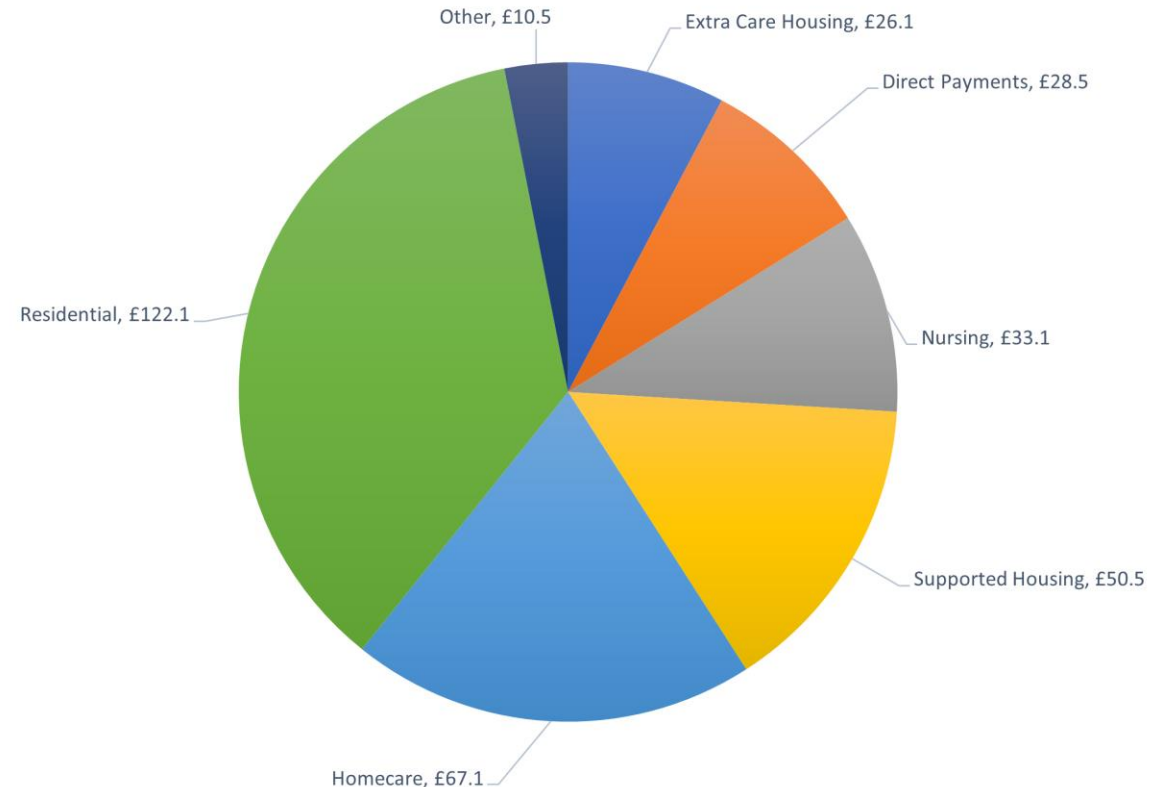
ACS 2023/24 Budget	£m
Care Purchasing	286.1
Area Social Work Teams	27.2
Reablement, Equipment & Assistive Tech	14.4
Service Development & Contracts	5.8
Housing Related Support	5.2
Business & Transformation	4.9
Management & Workforce Development	3.8
Family Carers Support	2.4
Care Act & Better Care Fund	-23.5
Grand Total	326.3

ACS has a net budget of £326m of which the largest element is the purchase of care for customers. £349m is planned to be spent on this in 2023/24 supported by £63m of income.

Care Purchasing Budgeted Income £63.0m



Care Purchasing Budgeted Expenditure £349.1m





Our Customers



On average ACS has a total of approximately **10,300** customers receiving a service

Of these **1294** will manage their own care by way of a direct payment which gives them choice and control over how their care is delivered.

3,688 will be in Supported Housing, Residential Care or Nursing Care

5,334 people will be receiving a care in their own home or through day service provision

2313 are supported by the Learning Disability & Autism teams



How people contact Adult Social Care in Suffolk

For many people, the first step in their social care journey will be contacting Customer First, our social care contact centre, either via **Live chat**, or by **Telephone**. Customer First handles enquiries for both Child and Adult services either by telephone, webchat or electronic referral via one of our online portals. We use Liquid Logic Case system for both ACS and CYP totaling **120,000** contacts a year

In ACS we manage over **80,000** contacts every year. These can come from the public and from our partners in health, mental health and the emergency services.

Customer First are able to resolve in the region of **55%** of the contact they receive by providing advice, guidance and signposting or onward referral to one of our partners. The remaining contacts are then routed to the appropriate team within ACS to be resolved

The Emergency Duty service manage **300** contacts a week out of hours, with a resolution rate of 20%

On average our Customer First contact centre handles **300** individual contacts from the phone. Webchat, portal and email everyday!

Customer First manage risk efficiently and answer telephone calls associated with risk within an average of **2.30** minutes

1,150 contacts are progressed through to LiquidLogic each month by Customer First, of those contacts, **66%** have a first response form initiated by a team in ACS

Celebrating 18 months of Cassius.

In our first 18 months we have delivered

→ 3,000 referrals

→ We have exceeded the expected total programme target of **of £5 million**

→ Over **£10m** savings milestone **£8.8m** million cost avoidance and £1.1m cashable and a further **500k** saved for the local NHS

→ **5,000+** products have been installed in people's homes

→ **15% of all** social care users are now using digital tech as part of their care and support package

→ **Around 800** of our social work professionals are trained in how to use Cassius technology to improve outcomes **75% are frontline staff**

→ And 200 people

have attended face-to-face immersion sessions to experience how the technology works first-hand

→ We now have **76** Cassius **Champions** working in frontline teams to support colleagues to use Cassius effectively

→ We have held **16 data clinics** to help practitioners use data insights to inform care planning

→ International reach with video calls spanning **23 countries** including Barbados, South Africa and the Ukraine

→ A **98.45 percent** happiness rating from people using the service

We've been engaging with people through:



Growing the service



- We are launching the **Cassius+** digital service to integrate health and care technology onto one platform in a **ground-breaking approach to collaborative working targeting** the most frail people in Suffolk
- The LATEST Video Carephone will bring **new and improved functionality** including reminders, safe browsing and puzzles.
- We will be developing a **digital and data-led social work practice** to enrich the support we deliver to our residents
- Our new look data platform will provide **enhanced functionality with a fresh look and feel** and easy-to-use search facility
- Working with care market and accommodation providers to **enhance their offer to the people they support**
- Continue to **evolve and look to the market** to ensure we are using the most innovative of care technologies available

Our Digital Focus in ACS: Cassius Highlights

"The technology literally saved my mother's life"

"I feel very safe with my falls wearable - I think some of my friends should have one too."

"I'm so impressed about how simple it is to make a video call - the instructions were really easy to follow and the video is so clear!"

"Knowing my husband has his watch gives me peace of mind"

Recruitment and Retention in ACS

“Our staff are our most valuable asset, and we will only deliver effective transformational change and manage our demand effectively if we are properly equipped to do so”

Like other Local Authorities around the country, adult social care in Suffolk has struggled in recent years with recruitment and retention challenges, impacting our ability to deliver high quality social care to adults and aspects of our transformation programme.

QUALITY **VIBRANT** FLEXIBLE
DYNAMIC **STRONG**
EMPOWERED **RESPONSIVE** FUTURE

To achieve our vision for adult social care in Suffolk we recognise that we need a strong vibrant workforce that understands and is skilled to deliver our vision.

Our strategic approach will follow 4 key principles:

1. We grow our own: Our primary supply of Social Work and OT staff are those we recruit as inexperienced practitioners and bring into ASC to commence their careers.



3. We support and develop our inexperienced practitioners in their initial years to become our Senior Social Workers/OTs of the future.



2. We ensure strong external market attraction, working positively and creatively, irrespective of market conditions, so that we onboard experienced external staff to create much needed balance of skill.



4. We listen to our staff to ensure we are attentive in addressing the key factors that are most important to in making SWs and OTs stay with us in Suffolk.



We invest in our staff, and currently have a number of staff undertaking an apprenticeship in ACS

We have just completed our Staff survey with a return of **69%** from ACS staff. We will use these results to develop action plans

We are hosting **3** interns Summer 2023

Adult Social Care - I Care Campaign

The Social Care Sector in Suffolk is significant, but many people will not know about the great work they do and what a great career choice it could be to work in the Social Care Sector

In December 2021 – we officially launched the Social Care - I CARE Campaign in Suffolk and since then it has grown in strength and recognition and is something those working in the Social Care Sector are proud of.



In Social Care,
we are all connected.



Key Messages

- Social Care is a big sector full of unique and interesting people and jobs.
- Social Care is as important as any other health related service.
- Social Care is more than just personal care.
- The Social Care sector is full of opportunities to do good, for people and communities.
- Working in Social Care gives people a high sense of personal achievement
- We need the public to support Social Care.



A proud provider
of social care services in Suffolk

- This campaign creates a visual link between families, providers and the local authority - to show how connected we all are.
- No matter your skills, **there is a job for you** somewhere in Social Care.

Our Care Market

The quality of care provided by the care market in Suffolk is very high. It has consistently been one of the highest rated Local Authority areas for care in England by the CQC with over **80%** being rated Good or Outstanding. The care market has directly acknowledged the Council's role in supporting this and relationships with the sector are very good.

- Each Year over **£250m** is spent on commissioned adult social care services by the Council. The biggest single item in the council's budget and a significant part of the local economy.
- ACS works with the sector to ensure we have a sustainable and responsive care market for all that need care in Suffolk.
- The Council is working closely with the sector to promote the role of, and opportunity to work within, adult social care in Suffolk. This is an inclusive approach that reflects the whole care market, including those that pay for care privately, to achieve better outcomes for our local community.

CQC Rating	Provider Numbers	% of total providers
Outstanding	38	10.5%
Good	280	77.3%
Req Improvement	38	10.5%
Inadequate	6	1.8%

We commission & support
over 700
care services across the county
ranging from Care Homes to
Community Services.



A proud provider
of social care services in Suffolk

Suffolk Signs of Safety (SoS+) in ACS

Suffolk Signs of Safety uses solution-oriented questions to work with a person to look at risks and worries and existing strengths. We engage people's networks of support (family, friends, community groups etc.) to build their own capacity to explore how they wish to live their lives, manage their own situation and resolve problems.

Strengthening the original Suffolk Signs of Safety approach (SOS+)

Trauma Informed and Restorative approaches are two key approaches that have common principles with Signs of Safety and are all grounded in relational based practice. The integration of the three approaches promotes a value base to empower adults and the people who are important to them to identify and resolve difficulties, move towards their hopes, goals and realistic change.

Suffolk Signs of Safety focuses clearly on the needs of the person. To support our People at the Heart of Care Strategy we use the Suffolk Signs of Safety practice approach in all our conversations, meetings and planning.



Safeguarding: Is Everyone's Business

The Suffolk Safeguarding Framework supports our approach to safeguarding across the system.

Adult Safeguarding is a statutory duty under the Care Act 2014. The duties apply to an adult who meets the following three statutory criteria:

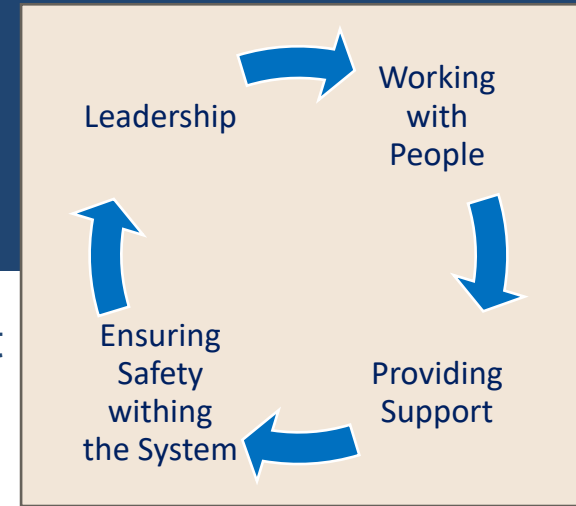
- 1 themselves from either the risk of, or the experience of abuse or neglect.
- 2 has needs for care and support (whether or not the local authority is meeting any of those needs) and;
- 3 is experiencing, or at risk of, abuse or neglect; and as a result of those care and support needs is unable to protect



Making Safeguarding Personal is an ethos and culture that ensures that the person is central to the safeguarding enquiries but also that the systems that support Adult Safeguarding work are person centred. MSP celebrates strengths-based practice that is focused on the person's desired

Inspecting ASC: our Journey so far

Suffolk ASC was selected as one of five Local Authorities to take part in a pilot to help test the CQC's assessment process. The assessment took place between July-September 2023 against nine quality statements in their Local Authority Assessment Framework, across four themes.



CQC highlighted a number of strengths in their report:

Staff focused on delivering the best care and support for people	All teams knew their communities well and understood the needs of people using services	Integrated working with health partners strategically was particularly positive with mature, valued partnerships and a clear focus on prevention & public health	Systems and governance were in place to enable Suffolk to assess understand how well they were performing and act on it
Staff were very positive about leadership & culture, including wellbeing, learning & development and career progression	The Cassius Digital Partnership was described as strong and creative	A culture of learning and improving from incidents is well embedded	Transfer of the mental health service back to SCC has led to positive staff outcomes and an improved service for people.

As well as areas that require improvement:

People reporting delays in getting through to us via Customer First and with some assessments	Mental Capacity Assessments	Personalisation	Embedding Equality, Diversity and Inclusion across the care and health system
Partnership working and joining up systems	Gaps in provision of accommodation for people (dementia care, nursing care and complex needs)	DoLS Assessments	Transitions

Risk Management in ACS

We follow an active risk management approach and have a good record of managing risk successfully. DMT regularly review our Strategic Risk Register to talk through uncertainties ahead, areas of concerns, threats and opportunities.

Our primary purpose of managing risks in this way is to:



Provide leadership with visibility, oversight, and a clear understanding of the active risks being managed by the Council.



Opportunity for cross-departmental challenge and effective use of organisational resources.



Enable issues to be identified and appropriate action taken.



Provides accountability and transparency.

ACS DMT currently holds and manages **8** strategic and corporate risks recorded on JCAD (our Risk management tool).

How to Apply

This guidance contains important information to help with your application:

- Please apply by submitting a CV and Covering 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; and that where there are essential criteria, competencies and/or qualifications you 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.
- Please return 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.
- At any point throughout the process our retained consultants at Penna will be happy to help you with information, insight and guidance about the process and our clients.

The following timetable sets out the key dates in the recruitment process:

Date	Activity
Closing Date	11 th August 2024
Longlist Meeting (Candidate not required)	13 th August 2024
Preliminary Technical Interviews	19 th August 2024
Shortlist Meeting (Candidate not required)	29 th August 2024
Final Panel Interviews	20 th September 2024

For more information on the role/Suffolk CC please visit: careers.suffolk.gov.uk/leadership

To apply for this role, please click the link below:

<https://execroles.penna.com/>

For a confidential discussion about your suitability, please get in touch with our retained partners at Penna:

Andrew Tromans via email andrew.tromans@penna.com or call 07805 226301

Carol Coyle via email carol.coyle@penna.com or call 07500 887849.