

# CANDIDATE BRIEFING PACK

**Director of Adult Social Care**

**Prepared for London Borough of Bromley**

**March 2024**



Penna

FIND | EXCITE | SECURE

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## Welcome Letter

Bromley is a special place, London's largest borough in size, with much of this being Green Belt, helping define character, where services are also high performing and where our ambitions demonstrate a passion to support and serve our residents. We are now looking for our next Director of Adult Social Care who can continue and enhance our high performance.

Our large population, with Bromley having the sixth highest population of any London Borough, underlines the scale of the work and nature of the challenge, with data also showing an ageing population, with 23% of the population aged over 60.

As our next Director of Adult Social Services, you will be an empathetic leader, experienced in developing innovative responsive services, including through commissioning and through partnership social care. You will be able to demonstrate the importance of good working relationships, not just with a range of partner organisations, including in Health Services and voluntary sectors, but also with residents, staff and Members.

The financial context facing Local Government, including the fact that Bromley has the second lowest Government grant anywhere in London is a reminder of the challenge as well in delivering complex services for:

- Adult Safeguarding
- Direct Care Services
- Joint Community Mental Health Services
- Commissioning and Service Delivery
- Assessment and Care Management
- Learning Disability Care Management

Yes, there is challenge, but there is also opportunity, and we remain ambitious to deliver transformational services.

We will look to support you in many and varied ways, as well as encouraging you to develop, supporting you to look after your departmental team with valuing and caring for our people important. Our commitment to staff are enshrined in our REAL values, Respect, Empower, Ambition and Learn and you will embrace these values in your leadership role.



**Ade Adetosoye CBE**  
**Chief Executive**

We warmly encourage you to be part of our journey so we can also be part of your journey. You will give support, leadership and inspiration to your team and the rest of the organisation. This, combined with your skills and experience and determination to succeed, means that you will fit well in Bromley and we look forward to hearing from you.

## About Bromley

Delivering high performing services for residents, ever mindful of the financial context, is our key focal point, with this remaining the case in the coming years. The Council's Transformation programme has already delivered improvements in services, whilst also bringing about savings.

Our transforming visionary aim was simple, it was that, "The London Borough of Bromley is a fantastic place to live and work, where everyone can lead healthy, safe and independent lives in supportive communities." A new programme is also now coming forward, designed to ensure that Bromley continues to meet the challenges ahead and innovate, with our strategies supporting this work. Already, this year, there has been some notable successes, which demonstrate achievement in both our People and Place departments.

In the first few weeks of 2024 alone, statistics showed strong performance in Bromley's services relating to both people and environment. An Ofsted inspection of Bromley's Children Services reported that children in the borough receive "exceptionally strong services", with an outstanding rating in all categories, meaning that Bromley's Childrens Services are amongst the very best in the country. Government statistics also showed that Bromley is London's leading recycling borough, recycling almost half of all waste.

In common with other council service areas, the Council has also developed an Adult Social Care Strategy for the period 2023 to 2028, which takes account of developments across the social care market, changing government policy and wider technological, demographic, and economic changes. This strategy was also designed to meet the key challenges of increased service demand and rising costs pressures in relation to supporting vulnerable older residents, carers, and working age adults with a disability and/or long-term health condition. An Adult Social Care Digital Transformation Strategy 2024 to 2034 is also being developed to utilise improvements in digital capabilities, connectivity, and infrastructure, in relation to the care solutions offered and delivered for residents, giving more choice and supporting efficient ways of working. This work, which is underway, will help support the delivery of the full range of Adult Care services in the coming years. The Council is already preparing for the Care Quality Commission assurance inspection framework and we are ensuring the full range of evidence is available.

It is an exciting time to join Bromley, as work continues apace to move to our new Civic Centre headquarter building in the heart of Bromley town centre, with this move being complete later this year. Flexible working patterns mean that colleagues will work from a range of places though, including both 'the office' and home as needed.

The new purpose-built accommodation at Churchill Court, the Council's soon to be Civic Centre, is moments away from Bromley South train station, making travel connections to and from central London and nationally, fast and efficient. This once in a generation move for the Council is envisaged to produce savings and crucially also bring about opportunities to improve services for residents, including supporting closer working with Health sector partners.

Come and join us, and help us make the best of the opportunities ahead and deliver high performing and innovative Adult Care Services.

## Job Description & Person Specification

<b>JOB DESCRIPTION</b>	
Post Title:	Grade:
Department:	Division/Section:
Post No:2588	Adult Social Care

### Main Purpose:

To be the Council's statutory Director of Adult Social Services (DASS)

To be accountable for assessing local needs and ensuring availability and delivery of a full range of adult social services.

To provide the strategic leadership of the Council's services for adult social services, working collaboratively with colleagues within the Council, partner agencies and other organisations to develop borough-wide strategies and plans for the delivery of excellent integrated services to residents.

Work collaboratively with all Directorates in the Council, the Director of Public Health and with partners and stakeholders including NHS Trusts and Providers from the Independent and Community and Voluntary Sectors to ensure that the Health and Wellbeing of Bromley residents are at the forefront of plans and policies.

To set the strategic direction and context for the delivery of services to meet the needs of residents ensuring appropriate safeguarding arrangements for vulnerable adults are in place within the council and across the partnership with partners and stakeholders.

To model and promote the Council's REAL Leadership values and behaviours in carrying out this role.

### SUMMARY OF KEY RESPONSIBILITIES AND DUTIES

#### Role Specific:

Ensure that the delivery of high standards of performance and statutory compliance for Adults, Health, and Commissioning, validated by external inspection, are sustained, improved, and enhanced within the Directorate, the Council and through Commissioning arrangements.

Work closely with the Directors of Children's Social Care, Education, and the Director of Public Health to ensure a holistic, clear, and focussed approach to population wellbeing, improving the social determinants of health and ensuring safe and seamless transition, where needed, between Children's and Adult Services.



As a Director of the Council and core member of the Chief Officer Executive and wider Corporate Leadership Team (CLT), take collective and shared responsibility for the effective leadership and corporate management of the Council's services and delivery of improved outcomes and the achievement of value for money.

Act as lead advisor to the Chief Executive and all Elected Members on all matters within the portfolio of responsibility. Providing advice on the appropriate response to local, regional, national, and international matters as well as the internal business of the Council.

Fully understand and uphold the Constitution, Scheme of Financial Delegation and Contract Procedure Rules of the Council and ensure that they are followed throughout the directorate as well as that effective strategy, policy, and resource considerations are at the heart of decision making so that services are delivered as efficiently and effectively as possible.

Champion and lead risk effective management of risk and the active response to audit findings in relation to service delivery and be jointly accountable with others in the CLT for the corporate risk register and corporate risk framework of the Council.

Ensure the Council fulfils its duties in relation to standards, complaints, and scrutiny, to maintains an open culture of transparency, accountability, and ownership, taking responsibility for mistakes, putting them right and learning lessons for future improvement.

Act to protect and improve the overall reputation of the Council, representing the Council at appropriate local, regional, and national forums and in the media, as required.

To promote, preserve and protect the health, safety and wellbeing of councillors, employees, service users, contractors, and partners in the provision of Council services, ensuring that the provisions of all relevant legislation are achieved, such as the Health and Safety at Work Act 1974.

To ensure the effective management of allocated budgets and other resources and that any plans for expenditure reductions are delivered.

To contribute to corporate initiatives and projects which deliver the Council's main aims and objectives.

To provide good quality, responsive, effective, and efficient services to adults and their carers which meet national and local requirements delivered through the effective management of the financial, human, and physical resources available directly from the council or through other funding streams.

To develop and maintain positive, effective, and productive working relationships with Council Departments, the Clinical Commissioning Group and other NHS partners, Community and Independent Sector organisations, users and carers which optimise opportunities for delivering services in partnership wherever this would generate improved outcomes, effectiveness, or efficiency.

To deliver improvements and developments in services in response to national, council and user requirements through collaborative effective communication and engagement arrangements with service users, stakeholders, communities, and partnership agencies.

#### **Management and Leadership:**

Provide clear, inspiring professional leadership to Adult Social Care contributing to the delivery of the Council's Purpose, Strategic Priorities, communicating a clear vision and purpose to positively engage others, internally and externally.

Ensure a leading contribution to the development and delivery of the Council's Strategic Corporate Objectives and Financial Strategy.

Create a high-performance culture by providing strong and motivational leadership to drive continuous improvement, efficiency savings and higher levels of satisfaction for residents of Bromley. Actively promote the council's priorities and ways of working and the Council's values and behaviours to ensure they are delivered throughout the organisation.

Ensure effective programme and project management approaches are applied, ensuring delivery to time, budget, and plan, managing risks and issues dynamically and ensuring benefits planned are realised.

Personally, role model and take responsibility for ensuring an effective approach to safeguarding of vulnerable people is embedded in areas of responsibility.

Provide inspirational leadership to a diverse, multidisciplinary workforce, driving customer focused service delivery, embedding a culture of change, continuous improvement, common professional standards and excellent people engagement and management, and ensure that the Council meets its statutory obligations in relation to all aspects of equalities legislation.

To deputise for the Chief Executive as and when required.

#### **Innovation:**

Champion innovation by being open minded to new and radical ways to deliver services, actively seeking out good practice from others to learn from to develop service design and delivery and enable effective workforce planning.

Promote a culture of continuous improvement by encouraging colleagues to share ideas, take appropriate risks, and recognise innovation.

Champion and embed a performance and quality assurance culture that delivers results through rigorous open challenge, personal accountability, and continuous improvement.

#### **Equality, Diversity, and Inclusion:**

Promote an organisational culture that is positive, safe, respectful, and compassionate, as well as open to change and feedback enabling everyone to feel empowered and valued.

Deliver pro-active and positive leadership and motivate a diverse workforce across the Council and its partners through excellent communication, professional guidance, support, and development.

Act at all times in ways that create an inclusive environment where people can thrive and be empowered to do their best. Role model good behaviour and practice and proactively seek ways to ensure staff feel valued and develop a sense of belonging.

Demonstrate awareness of the diverse needs of Bromley residents to inform the decisions made about the services the Council delivers and ensure a robust approach to equality impact assessments and their application to employment, service delivery and policy development.

Review, develop, monitor, and manage the performance of services to ensure appropriate levels of delivery through the most effective and efficient means, seeking continuous improvement whilst ensuring that the voice of the user and carer is appropriately represented and acted upon

**Contacts And Relationships**

Adult service users, Elected Members, Children and Young People, Families, Statutory partners, Professional Bodies, Courts, Other Divisions and Council Departments, Public Health, N.H.S. trusts, carers, voluntary and independent sector providers, and partners and other strategic stakeholders.

**PERSON SPECIFICATION**

<b>Post Title:</b> Director of Adult Social Care	<b>Grade:</b> MB
<b>Department:</b> Adult Social Care	<b>Division/Section:</b> Adult Social Care
<b>Post No:</b> 2588	<b>Reports to:</b> Chief Executive

**Candidates must be able to demonstrate experience and competence in the following areas.**

**KNOWLEDGE, SKILLS & ABILITIES**

Ability to demonstrate:

- A comprehensive understanding of the current issues and challenges facing local government and adult social services and commissioning, as well as the statutory framework governing the sector.
- Skills in understanding and responding to different perspectives and taking a cross-organisational approach, gained by working in a political or similarly challenging environment.
- Proven business acumen and an entrepreneurial mindset to lead the strategic delivery and commissioning of services and maintain a focus on always obtaining best value for money balanced, against the difficult and sensitive challenges faced, including market sustainability.
- Ability to lead, develop and sustain effective team, partnership and multi-agency working through strong effective advocacy, influencing, and negotiating skills.
- Skills to provide creative solutions to complex problems together with high level analytical, presentational and communication skills.
- Ability to establish and sustain positive relationships that generate confidence, ability, and trust.
- Understanding of the barriers to organisational and cultural change and the commitment to being a catalyst for positive change.
- A clear and strong personal commitment to equality, diversity and inclusion and a track record of developing inclusive services and leading by example.
- Evidence of leading people and services to recognise, respect and value individual needs to achieve a culture of inclusivity.
- Evidence of operating effectively and openly within the democratic process with the political acumen and skills to develop productive working relationships with Councillors and partners that commands respect, trust, and confidence.
- Personal and professional credibility which commands the confidence of elected members, senior managers, colleagues at all levels, external partners, and stakeholders.
- Leadership by example with a style that empowers others and is open to question and challenge as well as a commitment to continuous self-improvement.



<ul style="list-style-type: none"> <li>➤ A commitment to and evidence of successful strategies in managing personal resilience and wellbeing at a leadership level and promoting positive leadership practice, role modelling these behaviours for others.</li> <li>➤ Evidence of planning for the future delivery of services, including effective workforce planning and development to address current and future challenges.</li> </ul>	
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EXPERIENCE	
<p>Significant and successful experience of:</p> <ul style="list-style-type: none"> <li>➤ Leading and improving Adult Social Services and the integrated delivery of improved outcomes, across all aspects of both the service and the partnership.</li> <li>➤ Working at a strategic senior leadership level within a large and complex organisation in the public sector with comparable scope, responsibilities, budget, and resources.</li> <li>➤ Providing balanced strategic advice and guidance in a political setting.</li> <li>➤ Leading the delivery of public services with competing priorities and demands often outside of the Council's direct control.</li> <li>➤ Operating effectively and collaboratively within a multi-agency delivery model with multiple partners and stakeholders.</li> <li>➤ Leading transformational change and creating innovative service models, particularly in response to the demands of an organisation that is undergoing a transformation and modernisation.</li> <li>➤ Delivering complex projects that have a high degree of external facing challenge and ensuring delivery on time and within budget and outcomes.</li> <li>➤ Leading and contributing to strategic decision making, resource allocation and to policy formulation and delivery, adopting a problem-solving culture.</li> <li>➤ Delivering creative and innovative solutions to improve the use of resources and achieve value for money across the organisation.</li> <li>➤ Establishing a strong performance culture including effective performance measures, evaluation of service quality and the improvement of service delivery to achieve the Council's objectives.</li> <li>➤ Leading, managing, and developing employees to sustain high levels of service delivery, recognising, and developing talent.</li> <li>➤ Developing and nurturing positive and constructive working relationships with a wide range of customers, stakeholders, and partners, maintaining a positive personal and organisational profile.</li> </ul>	

QUALIFICATIONS	
<ul style="list-style-type: none"> <li>➤ A relevant Postgraduate Level qualification or equivalent and/or relevant compensating experience at a senior leadership level.</li> <li>➤ Evidence of continuous professional and leadership skill development.</li> <li>➤ A current, registered, and qualified Adult Social Worker or possess an equivalent professional Nursing qualification.</li> </ul>	

<b>SPECIAL REQUIREMENTS</b>	
➤ The post will be subject to a Disclosure and Barring Service Check.	

## BROMLEY VALUES AND BEHAVIOURS

### Our REAL values

Underpinning everything else that we do are our corporate values of Respect, Ambition, Empower and Learn (REAL)

Our expectation is that post holders will regularly demonstrate their ability to meet these standards in the day-to-day operation of their role.



#### Respect

This means we must have respect for ourselves, the people we work with and the people that we deal with when providing our services.



#### Empower

This means we must empower ourselves, other agencies and the community to deliver services that meet the needs of our residents in the most appropriate and efficient manner.



#### Ambition

This means we must have ambition for ourselves and our community which drives our efforts to improve services and find new ways of working – we should never accept second best for our residents.



#### Learn

This means we must learn from others and our own experiences to improve and extend our own performance and that of the organisation.

## Our behaviours

We have four key behaviours that form the core of our competency framework for managers and employees:



### Accountability and responsibility

This means willingly owning and understanding the consequences of one's own actions and behaviour at an individual, job and organisational level.



### Building relationships

This means consciously striving to promote mutual understanding and respect to achieve individual, service and organisational goals.



### Communication

This means an open and honest approach involving listening and responding in a manner appropriate to the other person, group or audience.

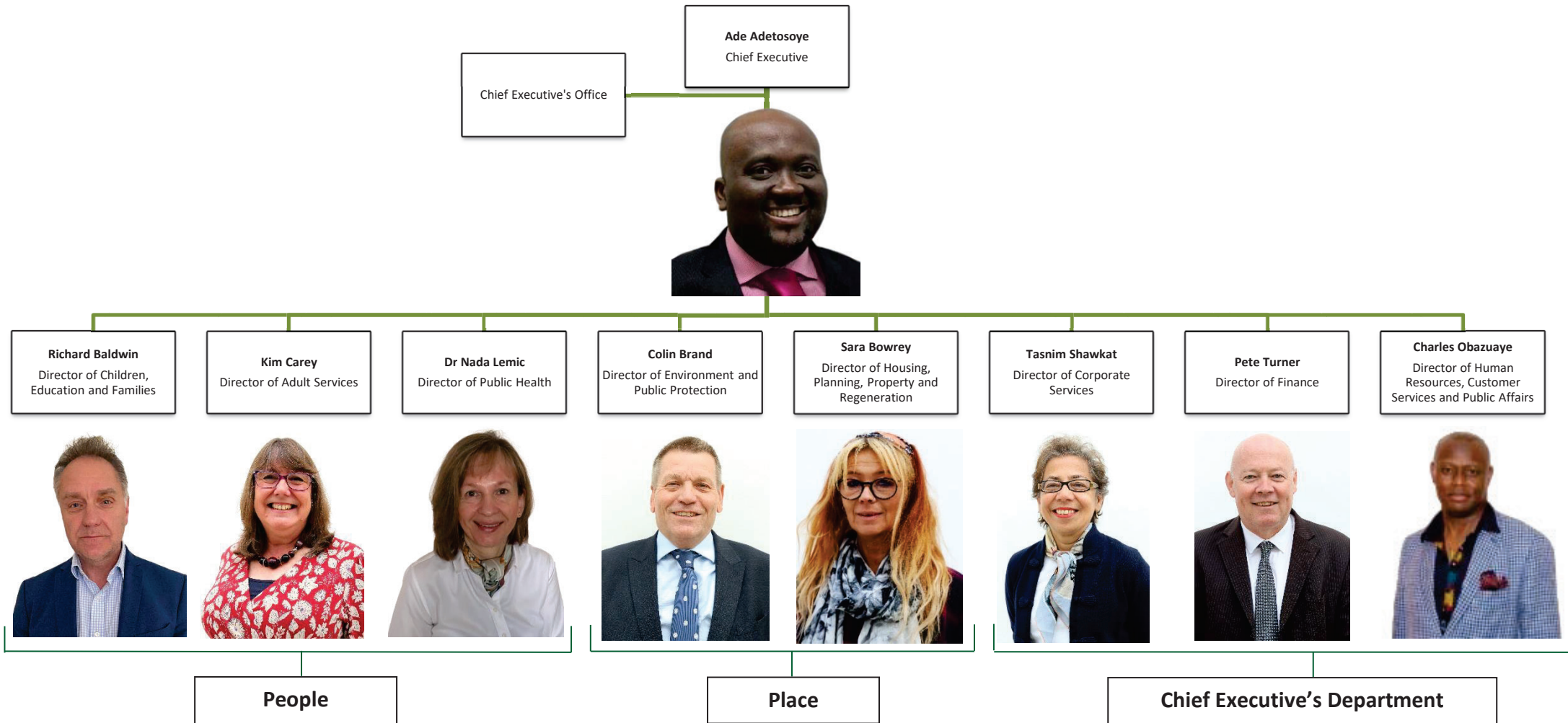


### Continuous improvement

This means genuinely wanting to do things better and striving to be more effective and efficient at an individual, job and organisational level.



# Chief Executive's Leadership Team



# Adult Services

Kim Carey  
Director of Adult Services



Sean Rafferty  
Assistant Director,  
Integrated Commissioning



Nicola Gage  
Assistant Director,  
Operations



Dirk Holtzhausen  
Assistant Director,  
Safeguarding, Practice and  
Provider Relations



Heather Sinclair-Constance  
Programme Manager/  
Transformation Lead -  
Adult Social Care Reform



## Links to Further Information

Please click the links below for further information:

[Making Bromley Even Better- Our Corporate Strategy 2021-2031](#)

[Transforming Bromley](#)

[Safeguarding Adults Board Annual Report 2022-23](#)





## 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
<b>Closing Date</b>	Sunday 24 <sup>th</sup> March 2024
<b>Meeting with Chief Executive and Stakeholder Panels</b>	11 <sup>th</sup> April 2024
<b>Final Member Panel Interviews</b>	12 <sup>th</sup> April 2024

To apply for this role, please click the link: [Director of Adult Social Care](#)

For further information or a confidential discussion, please contact Carol Coyle on 07500 887 849 or email: [carol.coyle@penna.com](mailto:carol.coyle@penna.com) or Dawar Hashmi on 07513 706 265 or email: [Dawar.hashmi@penna.com](mailto:Dawar.hashmi@penna.com).

