

Director of Adult Social Care

Candidate pack – March 2021



Your application

Thank you very much for your interest in this post.

On the following pages, you will find details of the role and the selection process to assist you in completing and tailoring your application. In order to apply you should submit:

- An up-to-date CV which shows your full career history – any gaps in your career should be accounted for. This should be no longer than three pages;
- A supporting statement explaining why you are interested in this role, detailing how you are a good candidate for this post and how you fulfil the person specification – this should be no longer than three pages;
- The declaration form. The completion of the equalities section is not mandatory, this is requested for monitoring purposes in line with our commitment to equality and diversity; and
- Indicate on the declaration form if you cannot attend any of the interview dates.
- **Contact details of two employment referees. References will only be sought for candidates that are shortlisted for the final selection panel**

Please note that applications will only be considered if the documentation is complete.

Please visit the [Penna website](#) and submit your application and CV, preferably in MS Word format.

Applications must be received by 9.00am on Monday 29th March 2021.

Please ensure we receive your application in good time.

As a precaution against your submission being treated as spam, please use a secure email address from which to send your application, and refer to the role and organisation in the header.

More information

For a confidential discussion about the Director of Adult Social Care role, please contact our recruitment partner Penna. (Carol Coyle on 07500 887849 or Maggie Hennessy on 07877 004648)

Kind regards,

Executive Recruitment Team
Chief Executives Department: Islington Council
Town Hall
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London N1 1XR

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Welcome to Islington Council

Thank you for your interest in the role of Director of Adult Social Care at Islington Council.

It is an incredibly exciting time to be joining us. If you are passionate about fairness and adept at delivering change you couldn't be in a better place.

We are living through a time of unprecedented challenges here in Islington as we support our community through the coronavirus crisis – and look ahead to working together to support our borough's recovery.

So there couldn't be a more important time to be joining us as we take our residents, our businesses and community on a new journey and shape the future of Islington.

Islington is a dynamic, vibrant central London borough. Yet it is also a very unequal place with high levels of poverty and deep social problems.

Since we set up our ground-breaking Fairness Commission in 2010, our vision has been to create a fairer Islington – to bridge the social divide and to create opportunity for all. That challenge may have got tougher for us but our commitment to fairness remains absolute as we look ahead.

Why Islington?

We are looking for someone who has achieved significant career success to date and can apply fresh thinking and new ideas to Islington, bringing strong focus whilst challenging the status quo and inspiring professional excellence. We are looking for someone who is a strong collaborator with experience of working with residents, colleagues, Councillors and partners.

If you are committed to equality and excellence and experienced at winning the trust and support of leading Councillors, we would love to hear from you ...if you are successful, we promise you the full support of our team in return.

We hope you will continue to read on, find out more and be inspired.

With best wishes,



Richard Watts

Linzi Roberts

Richard Watts and Linzi Roberts - Egan

About Islington Council

Our vision for a fairer Islington

Since our pioneering Fairness Commission in 2010 Islington has been a borough with one clear vision:

We're determined to make Islington fairer and to create a place where everyone, whatever their background, has the same opportunity to reach their potential and enjoy a good quality of life.

Our priorities

To help bring our vision to life we have four clear objectives:

- **Decent and genuinely affordable homes for all:** building new Council homes, protecting private renters, being a good landlord and preventing homelessness
- **Jobs and opportunity:** delivering an inclusive economy, supporting people into work and ensuring young people have the best possible start
- **A safer borough for all:** tackling ASB, ensuring young people are safe and encouraging a more cohesive borough for all
- **A greener and cleaner Islington:** keeping Islington clean and tidy, encouraging greener travel, creating a healthier environment for all and tackling the climate crisis.

Delivering fairness has been an increasing challenge not least because of around £250m cuts to our budget by government over the last ten years. However, we've managed to balance our budgets and have continued to make strides towards our goal. For example, in the last four years we've:

- delivered over 800 new genuinely affordable homes for local people and built the largest number of Council homes in Islington for 30 years
- supported over 5,500 local people into work
- helped thousands of people out of fuel poverty – we opened our path-breaking combined heat and power centre Bunhill-2 in March using waste heat from the Tube to warm homes, two leisure centre and school
- made sure our schools continue to improve and 9 out of 10 are rated Good or Outstanding
- worked with the police to keep residents safe and invested in targeted support for young people at risk of turning to crime
- continued to improve air quality in the borough – we were the first Council to publish and collate air quality data for primary and secondary schools and we are committed to a tackle this issue as part of ambitions to reach Zero Carbon by 2030.

Our values

We know that how we do things will be just as important as what we do. That's why we consulted our whole organisation back in 2017 to help us decide what our corporate values should be and we're now in the process of embedding them into the way we work.

Our corporate values are:

- **Collaborative:** this is about acting as team – across our organisation, with our partners and our community - to help providing a joined up service to residents
- **Ambitious:** to show our determination to raise the bar
- **Resourcefulness:** a key strength we've shown during the pandemic – to make things happen, and to make them happen quickly. We can achieve so much more if we build on that resourcefulness.
- **Empowering:** we respect, trust and support one another to do our best for our borough

Our refreshed behaviours, spell out the word CARE, which we think sums up what public service is all about.

By living these values, we know we'll be able to deliver the most effective and responsive services we can for our residents.

Fairer together: a new partnership for Islington



Many residents in Islington face deep social challenges, driven by deprivation and inequality. These can include complex and multiple problems with housing, employment, offending, domestic violence, mental health and substance abuse and so have repeated contact with our services and those of our partners – health services, jobcentres, the criminal justice system and housing providers.

We believe that through prevention, early intervention and supporting our communities to be more resilient we can create successful solutions to these problems. But we cannot do it alone.

That's why we are now seeking to build on our existing partnerships with colleagues across the public and voluntary sector to tackle these issues and deliver fairness.

The partnership, which is currently co-chaired by our Leader Cllr Richard Watts and CCG Chair Jo Sauvage, is currently in the very early stages of development but we hope to see it taking shape in a number of ways:

1. **A shared approach to strategy and investment**
2. **Shared principles of ways of working** – the Fairer Together Way
3. **Integrated locality teams** to ensure more joined up support for local people
4. **New community networks** to bring together key players in each locality around common goals and priorities.

Working together in this way will allow us to see the big picture across all the organisations' service provision – allowing us to identify opportunities to add value, improve outcomes, and reduce duplication and costs.

We are incredibly proud of the way Islington's community has come together during the Covid-19 crisis. This experience is already helping us to develop our early ideas and we expect our Fairer Together partnership will continue to play a central role in our recovery plans for Islington.

Find out more about Islington

Links to downloadable documents can all be found our [vision and priorities page](#).

- Corporate plan
- Fairness Commission, Employment Commission and Fair Futures reports
- LGA Corporate Peer Challenge 2018
- Residents' Survey, Spring 2018
- [Fairer Together website](#)

Job description

Post title: Director, Adult Social Care
Grade: CO2
Service area: People Directorate
Reports to: Corporate Director for People

Our ambition

We're determined to make Islington fairer. To create a place where everyone, whatever their background, has the opportunity to reach their potential and enjoy a good quality of life.

We also have an ambitious goal – to be the best council in the country – with every employee clear about the part they play and inspired, focused and supported to give their very best.

We want to build an organisation where employees feel valued, inspired and empowered to help us achieve our goals and provide the best services possible to our residents.

Our values and behaviours

'Be Islington' is about setting a clear challenge about what it means to be an Islington employee and sets the standard for every new recruit.

We ask our employees to 'Be Islington' – playing their part in working together for a fairer borough and to always be collaborative, be ambitious, be resourceful, and be empowering ('CARE').

Our commitment to challenging inequality

We are committed to tackling inequality, racism and injustice and creating a fairer borough for all. In order to do this, we need to set the example by being a fair employer and creating a workplace environment, which is free from discrimination, racism and inequality. Our approach needs to be proactive, consistently learning to create a fairer workplace and foster a culture, which empowers all staff to challenge inequality.

Fairness is at the heart of what we do. We want to celebrate and embrace our differences by:

- Ensuring our workforce is representative of the people we work on behalf of, our residents
- Creating equitable working environments and diverse teams
- Understanding our residents in order to design and deliver services that help tackle inequality and improve life chances for our residents
- Getting to know people and their differences
- Interpreting issues and concerns from a cultural perspective and address situations or problems from the points-of-view of multiple cultures
- Supporting people with long-term health conditions and/or disabilities
- Recognising the value of flexible working to support staff where possible

Key responsibilities

To develop and deliver, directly and through partnership social care for all vulnerable Islington adults and their carers.

To be the Council's Director of Adult Social Services (DASS) and responsible for duties as set out in the statutory guidance on role and responsibilities.

To demonstrate commitment and leadership of the Council's core principles and priorities, as a member of the Department's Senior Management Team and the Council's Senior Leadership Team.

Specific responsibilities

To provide strategic leadership to ensure that adults' social care positively supports the values and objectives of Islington Council, promoting prevention, early intervention and resilience to improve outcomes for local people, promote health, wellbeing and independence and reduce dependency on public services.

To lead the development of service strategies and best practice in commissioning, and building on synergies across the directorate, with Public Health, Housing and the NHS to improve health, wellbeing and independence for local people.

To act as the Directorate and Council lead and advocate in all matters relating to adult social care: strategy, commissioning, operations and transformation.

To effectively manage and be accountable for commissioning budgets, including effective integrated commissioning with the NHS.

Provide well-evidenced and sound advice directly to the Chief Executive, Corporate Director, Cabinet, Portfolio Holders and other Members of the Council. Attend Council, Executive and other committees and events as required.

Deputise for the Corporate Director within functional areas and other areas as specified by the Corporate Director.

To advise and support members and work collaboratively with colleagues across the Council to ensure excellent social care in Islington.

To lead, inspire and transform adult social care into a consistently high performing, strengths-based service which has continuous improvement at its core.

To listen and respond to citizens, service users and experts by experience and promote a positive image of Islington with partner organisations and statutory and other non-statutory bodies.

To build strong relationships with colleagues and partners – within the Council, the NHS, the voluntary and community and other relevant services – in the development and implementation of strategies that support independence, choice, control and recovery.

To ensure all services, directly delivered or commissioned, are achieving high standards in safeguarding vulnerable adults and that the pan London Adult safeguarding procedures are adhered to.

To effectively manage and be accountable for adults' social care operational and commissioning budgets with a view to improving outcomes for local people, promoting choice, independence and control and ensuring financial sustainability for the council over the long term.

To liaise effectively with the Chair and participants of the Adults Safeguarding Board, ensuring effective safeguarding procedures and processes are in place and adhered to.

To ensure prevention, early intervention and resilience are prominent in the Council's leadership of systemic and partnership work to reduce dependency on public services.

To be the strategic lead for social work and occupational therapy in adults services, working to develop professional contributions.

To be responsible for commissioning for Adults' Social Care including needs assessment, market shaping and ensuring quality and value for money from contracts.

To lead on the delivery of management and performance information in line with the Council's best practice and ensuring compliance with statutory and non-statutory agencies for the delivery of information as required.

To lead for the Council on engagement with ADASS and other professional or expert bodies in the field of adults' social care.

To ensure that ICT is used effectively to improve efficiency, access to services and choice for users and carers.

To manage and motivate staff to deliver the department's performance plan by creating and maintaining an organisational culture that empowers and involves employees to deliver work to a high standard.

To ensure that conditions exist for staff to grow and develop in a confident learning environment and promote and undertake all duties in line with the Council's "Dignity for All" policy.

To work as an effective member of the People Directorate Senior Management Team.

To meet the requirements of the Council's Health and Safety Policy.

To jointly manage integrated care services with the Whittington Health NHS Trust and Camden and Islington Mental Health Foundation Trust.

Any other duties which may be required consistent with the remit of the post.

At all times to carry out responsibilities/duties within the framework of the Council's Dignity for all Policy. (Equal Opportunities Policy).

Leadership

As a member of the council's management team, to contribute proactively to the collective leadership for the council, working collaboratively with Members, services across the council, partners and stakeholders to deliver the council's objectives and priorities.

To drive positive cultural change, embodying and promoting the values and behaviours of the council and empowering staff to reach their full potential. Ensure that the performance and development framework is effective for all staff.

To lead on and ensure the effective implementation of corporate initiatives and transformation programmes that cut across the whole or part of the council's activities.

Resources and Financial management

Ensure effective Financial Management, cost controls and income maximisation in an ever changing environment, fluctuating demands and priorities. Ensure resources are well managed and effectively deployed to the best possible effects assuring value for money in all activities.

Compliance

Ensure legal, regulatory and policy compliance under GDPR, Health and Safety and in area of your specialism identifying opportunities and risks and escalating where appropriate.

Person specification

You should demonstrate on your application form how you meet the essential criteria. Please ensure that you address each of the criteria as this will be assessed to determine your suitability for the post.

Essential criteria

Qualifications

Essential criteria	Criteria description	Assessed by
1	Relevant professional or management qualification.	Application

Experience

Essential criteria	Criteria description	Assessed by
2	A substantial track record of success at senior management level, of transformational change in a comparable, accountable and customer facing organisation through partnership working with the public, voluntary and private sector organisations.	Application/Interview/Test
3	A record of achieving successful outcomes in a political environment, providing clear, balanced advice and guidance on strategic and operational issues.	Application/Interview/Test
4	Demonstrable success in performance management, organisational change and project management.	Application/Interview/Test
5	A successful record of leading, motivating and managing a team of senior staff, to achieve continuous improvement.	Application/Interview/Test
6	Demonstrable experience of joint work with the NHS.	Application/Interview/Test

Skills

Essential criteria	Criteria description	Assessed by
7	Ability to work collaboratively as part of the People Directorate Management Team, across the Council and with partners and stakeholders, to secure a shared and strategic	Application/Interview/Test

Essential criteria	Criteria description	Assessed by
	approach and take joint responsibility for decisions as appropriate.	
8	Ability to manage and plan budgets, including the revenue and capital, to ensure that services can grow and are provided efficiently.	Application/Interview/Test
9	Ability to develop and implement effective systems of performance management and measurement.	Application/Interview/Test
10	Well-developed leadership skills that command respect, encourage commitment from others and promote a positive culture.	Application/Interview/Test
11	Ability to lead staff, colleagues and partners through a comprehensive change programme.	Application/Interview/Test
12	Ability to work collaboratively with NHS partners and represent Islington Council in work with the North Central London Clinical Commissioning Group.	Application/Interview/Test
13	Ability to build capacity and trust in the voluntary sector, and ensure users, carers and their advocates are empowered to lead change.	Application/Interview/Test
14	Clear, simple, effective communication skills in a variety of media.	Application/Interview/Test
15	Highly resilient under pressure, enthusiastic, sensitive, with good judgement and high standards of integrity.	Application/Interview/Test
16	Ability to promote creative and innovative solutions, including the use of information and communication technology within the Council and among partners.	Application/Interview/Test
17	Ability to research, forecast trends and developments, organise and communicate persuasively, both verbally and in writing, with Members, local residents and other organisations.	Application/Interview/Test

Special requirements of the post

Essential criteria	Criteria description	Assessed by
18	This role will require you to obtain an Enhanced/Standard satisfactory clearance from the Disclosure and Barring Service	N/A

Essential criteria	Criteria description	Assessed by
19	This post is subject to the council's policy on pecuniary and personal interest	N/A
20	This post is designated as politically restricted	N/A

Our accreditations

Our accreditations include: the Healthy Workplace award, Timewise, London Living Wage Employer, Disability Confident Committed, The Mayor's Good Work Standard, Stonewall Diversity Champion, and Time to Change.



Key terms and conditions

The role

Director of Adult Social Care

Remuneration

Grade C02 £106,497 to £120,447

Pension

You will join the Local Government Pension Scheme automatically, unless you elect to make alternative pension arrangements.

Annual leave

Basic paid leave will be 27 days a year. In addition, the Council grants five privilege days. After five years' continuous service your annual leave entitlement will increase by five days.

Condition of employment

If you are offered the job, you will be asked to complete a health assessment and you may be called for a medical examination. Any offer of employment is subject to satisfactory clearances in relation to application vetting, Asylum and Immigration Act (Section 8), Disclosure and Barring Service, medical clearance and proof of relevant professional qualifications.

Probation

All appointments are subject to the Council's probation scheme. This condition applies to all new employees regardless of any continuous local government service.

Notice

You will be required to give three months' written notice.

Declaration of outside interests

You must inform the Council of any outside activity or employment which may conflict with your work for the Council. This includes organisations that are funded or grant aided by the Council.

Politically restricted posts

This position is politically restricted under the Local Government and Housing Act 1989. This means that you are prevented from taking part in certain political activities.

Key dates and the selection process

Closing date: 29 March 2021

We will be in touch with candidates on to advise on the outcome of their application. Unsuccessful candidates will be given the opportunity for feedback.

First interviews - technical: w/c 12 April

Longlisted candidates will be invited to an interview.

Assessment: w/c 26 April

Between first and final stage interviews, shortlisted candidates will be asked to complete an online personal profile analysis test to explore leadership style.

Meet the Chief Executive and Corporate Director-People: w/c 3rd May 2021

Meet the Corporate Management Board and staff representatives: w/c 3rd May 2021

Meet the Members and stakeholders: w/c 3rd May 2021

Final interviews: w/c 17 May 2021

Candidates will give a presentation to the Interview Selection Panel (topic to be seen in advance of the day). This will be followed by a selection panel interview.

If you are unable to attend on any of the identified dates for interview, please email leadership@islington.gov.uk before making the application.

Please note: References will be sought in advance for all candidates shortlisted for the final selection panel interviews.