



CHIEF EXECUTIVE

Candidate Pack

January 2019

Welcome Letter

Thank you for your interest in becoming our new Chief Executive.

Skills for Care supports adult social care employers to deliver what the people they support need *and* what commissioners and regulators expect. We do this by helping employers get the best from their most valuable resource - their people.

Our current Chief Executive, Sharon Allen leaves the organisation in a strong place and we are now seeking a Senior Leader to take us forward in our next stage of development. This is a role for someone with very senior experience who is passionate about workforce matters and the adult social care sector. You will bring strong personal credibility through your background in adult social care. Your strategic abilities, leadership skills and drive for excellence will be critical in leading our high quality and dedicated team and enabling us to lead the way for excellent care for all.

This is a high-profile role which requires exceptional stakeholder skills. Operating equally effectively across both public and private sectors, you will work closely with Skills for Care's main sponsor, the Department of Health and Social Care: leading on funding negotiations, influencing policy and ensuring that the profile of adult social care is enhanced to achieve the best possible outcomes for citizens accessing care and support.

Your passion for this role will enable you to inspire confidence and ensure the business is efficient, effective and offers real value for money: as a Director of Skills for Care's subsidiaries you will also optimise investment into leadership and workforce development through our social enterprise activity and group structure.

We have a strong Board keen to work with you to deliver ambitious targets. If this excites you and you can see how you can make a real difference to us, we'd be delighted to hear from you.

Best wishes

Dame Moira Gibb
Chair



About Us

Who we are

Skills for Care helps create a well-led, skilled and valued adult social care workforce. We support employers to deliver what the people they support need and what commissioners and regulators expect. We're a trusted independent charity with over 18 years' experience in workforce development, working as a delivery partner for the Department of Health. We also work closely with related services such as health and housing.

What We Do

We support social care employers to provide the care and support citizens need and what commissioners and regulators expect. We do this by helping employers get the best from their most valuable resource - their people.

Our practical support helps leaders and managers recruit, retain, develop and lead their staff, from entry level right through to senior leadership and management roles. Our local area teams provide information on our tools, offer tailored support and can put you in touch with local networks, initiatives, and opportunities. Our analysts provide expert insight into the adult social care sector and its workforce: www.skillsforcare.org.uk/workforceintelligence

Our Purpose

To achieve a caring, skilled, confident and well led social care workforce valued by everyone.

Our Aims

Our aims link clearly to our annual Business Plan, which contains our Work Programme for the Department of Health and Social Care. We will -

- Support social care employers to recruit and retain sufficiency of a caring, skilled, competent and values led workforce. (Links to the recruitment and retention section of our Work Programme)
- Use data, workforce intelligence and our unique employer engagement to support development of a workforce that is effective in meeting citizens' needs. (Links to the Improvement section of our Work Programme)
- Model being a Learning Organisation and actively promote learning and development, including achievement of qualifications, to enhance provision responding to citizens' needs. (Links to the Improvement section of our Work Programme)
- Promote practice through all of our resources and activity that keeps people safe and that innovates to support new ways of working. (Links to our Prevention and Wellbeing section of our Work Programme)
- Develop compassionate leaders at every level to ensure citizen focused services are well-led. (Links to the Improvement and Workforce for integration sections of our Work Programme)
- Maximise investment into leadership and workforce development through our social enterprise. (Links to our Business Development activity)

Our Values

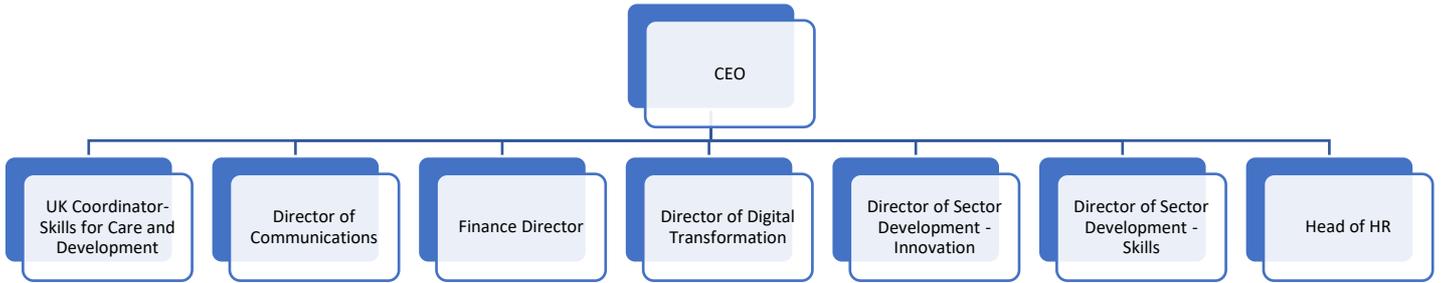


Our Strategy (2018-2023)

Our aims are supported by **six** priorities. We review these each year alongside our business planning processes.

1. Engage with employers and use our workforce intelligence to fully understand key issues of concern to the sector in order to guide government strategy and influence and support the national debate on the future of care.
2. Encourage and support innovation in the sector, focusing our support on (a) the retention and recruitment challenge; (b) leadership and management with a particular focus on supporting Registered Managers; and (c) support for effective induction with ongoing professional development for the whole workforce.
3. Engage with the adult social care sector to develop standards apprenticeships and qualifications to ensure we have a better led, skilled, confident and valued workforce.
4. Use our market intelligence and unique employer engagement capability to inspire and support fresh approaches to achieving joined up care and support, for example across other sectors including health, housing and leisure to make sure people who need care and support can access joined up services, provided by confident, caring, skilled and well-led workforces in their communities.
5. To model ourselves, the leadership we say the social care sector needs
6. Continually improve the quality of the work we do and our value for money as well as diversifying our business, so that we maximise investment into the sector's leadership and workforce development

Organisation Chart



Role Description

Chief Executive

Purpose

Reporting to the Chair of the Board and the Board, the Chief Executive will be passionate about workforce matters and supporting the sector to be better still.

Your strategic abilities, leadership skills and drive for excellence will ensure the organisation delivers its key objectives each year and is seen as learning, adapting and responding to changing needs and expectations.

Operating equally effectively across both public and private sectors, you will work closely with Skills for Care's main sponsor, the Department of Health and Social Care: leading on funding negotiations, influencing policy and ensuring the profile of adult social care is enhanced with the best possible outcomes for citizens accessing care and support in mind at all times.

Your commitment to social care will enable you to inspire confidence while ensuring the business is efficient, effective and offers real value for money. As a Director of Skills for Care's subsidiaries you will also optimise investment into leadership and workforce development through our social enterprise activity and group structure.

Main Duties

- Working in partnership with the Skills for Care Chair of the Board on the organisation's strategic direction and implementation and supporting the Board in providing excellent governance to the organisation.
- Safeguarding and promoting Skills for Care's purpose and values.
- Leading the organisation to achieve its purpose through the achievement of the corporate aims.
- Leadership and management of the Leadership Team (5 Directors) and the Head of HR, providing support, direction and guidance on the delivery of the strategy and ensuring that the appropriate structures and operations are in place to achieve effective implementation of the strategy.
- Ensuring excellent relationships and regular engagement with key stakeholders, including our main sponsor the Department of Health and Social Care (DHSC) at Ministerial and civil servant level, including Chief Social Worker. Using this engagement and the high quality intelligence from our unique employer engagement position to ensure that Skills for Care is at the forefront of emerging policy and recognised as a trusted delivery partner of DHSC.
- Maximising employer and sector engagement through speaking at, attending and networking at events, engagement through social media, local engagement directly with social care employers, national social care bodies, Trade and Professional associations and Health and Housing organisations.

- Maximising investment into leadership and workforce development through our social enterprise activity and maintaining strong engagement with other relevant government departments e.g. DfE, DWP and BEIS to optimise securing commissions from these departments.
- Collaboration with UK partners to ensure a national focus to Skills for Care's work, including on behalf of the partnership providing management support to the UK coordinator.
- Ensuring Skills for Care is an employer of choice and a champion of proactive people practices; replicating best practice for the sector through ongoing organisational development activity, a commitment to a values-based culture and embracing diversity and inclusion.
- Championing compliance with all relevant internal and statutory policies and procedures and requirements including management of performance, risk and compliance.

Person Specification



Part One: Knowledge and Experience

- Senior strategic leadership of an enterprise of comparable size and complexity, within an Adult Social Care environment.
- Knowledge and understanding of the key agendas and drivers across Skills for Care's key stakeholders in the private, statutory and voluntary sector and ability to balance the competing demands of key stakeholders.
- Knowledge of the legal and statutory framework which charities operate within.
- Experience of leading the development and implementation of strategic policies, plans and organisational development and improvement programmes to achieve organisational goals and targets within a comparable organisation.
- Experience of building, motivating and inspiring effective leadership teams and holding them to account through effective performance management and a positive organisational culture
- Experience in influencing and negotiating decisions and strategy at a ministerial level and having effectively promoted the vision and mission of an organisation.
- Experience of developing successful partnerships with a range of internal and external stakeholders, developing collaborative working relationships within and across organisational boundaries and providing leadership that promotes a strong customer and stakeholder focus.
- Strong financial management knowledge, including budget formulation, medium term financial planning, monitoring and control with tight financial limits in an organisation of comparable size.
- Experience of working within diversified business models which include managing grants alongside identifying and maximising the opportunity to attract and generate additional sources of funding through a social enterprise model.
- Working with diverse groups and a good understanding of the respective roles of Chief Executive, Chair and Board.
- Expert knowledge of the key challenges facing the adult social care sector and the optimised responses to help inform deliverables which will have the greatest impact in supporting adult social care employers in achieving the best outcomes for the need of the citizens they support. This includes:-
 - Workforce challenges in relation to recruitment and retention, promotion of values and recruiting for potential.
 - Effective use of data and intelligence to inform people planning.
 - Learning and development activity, including achievement of qualifications.
 - Safe and innovative practice
 - Commitment to compassionate leadership
 - The integration agenda between health and social care (and other sectors such as housing)
 - The digital transformation agenda

Part Two: Skills and Abilities

- Ability to provide strong leadership and translate broad objectives into real outcomes. Adept at clarifying and implementing best practice methods and processes consistent with effective leadership and delivery of Board policy, while winning the trust of all employees, customers and stakeholders.
- An outstanding communicator, both in writing and verbally. Ability to deliver concise, incisive, logical written documents and who also has the presence to deliver key messages, recommendations and proposals effectively to a wide range of critical and demanding audiences, external and internal.
- Able to achieve positive outcomes from demanding negotiations, and analysing and translating complex policy and data into meaningful communication, guidance, and direction, that would allow Skills for Care to achieve optimum performance and commitment relative to operational costs.
- Well-developed negotiating and influencing skills, with the ability to be an effective ambassador for the organisation.
- Able to exemplify vision and values in a manner that inspires the confidence and trust of the Board, employees and all stakeholders.
- A creative problem solver who has the ability to quickly grasp the business and economic implications of a situation and develop the best solution; find creative ways to solve complex issues among demanding parties and achieve “win-win” resolutions.
- Proficient levels of ICT literacy and competence in digital systems and technology.
- Evidence of continuous professional development and illustrating a pattern of consistently developing personal knowledge and expertise in leadership

Part Three: Personal Attributes, Values and Behaviours

- Positive, pro-active and dynamic
- Inclusive and flexible, with a consultative approach to leadership
- Committed to best practice
- Open to innovation and continual improvement for the organisation, individuals and themselves
- Approachable
- Motivated and enthusiastic
- Creative thinker
- As part of the SfC team, there is an expectation that all colleagues demonstrate our values as part of their day to day approach to work:

Innovative, Dedicated, Responsible, Collaborative

Terms and Conditions

Salary: c£120,000 per annum

Terms of employment: This is a full time, permanent role

Location: Flexible location with the opportunity to combine office and home working. There will be national travel including working from and attending meetings at the Skills for Care London and Leeds offices.

Annual Leave: 31 days plus Bank Holidays

Health scheme: West Field Health Cash Plan

Pension: Stakeholder pension scheme

Additional benefits:

- Cycle to work scheme
- Travel Loans
- Child Care Voucher scheme
- Enhanced Sick Pay
- Employee Assistance Programme
- Flexible working opportunities

Recruitment Timeline

Closing Date	9.00am on Wednesday 27th February 2019
Preliminary Interviews (with GatenbySanderson)	11th and 12th March 2019
Final Panel Interviews	26th March 2019

Please let us know in your application if you are unable to meet the proposed interview dates. It may be possible to arrange an alternative date but this cannot be guaranteed.

How to Apply

The Chief Executive will be selected on the basis a written application and subsequent interviews and assessments. To apply for the role, please provide the following:

- an up to date CV (maximum 3 pages);
- a supporting statement that addresses all of the bulleted criteria set out in the Person Specification and tells us why you are interested in this role;
- the names and contact details of two referees who we may contact after the shortlisting stage (please note that we will not take up these references without advising you first).

Please ensure that you complete the equalities monitoring questionnaire that automatically appears on the GatenbySanderson website as you complete your application with us online. **This form will not be disclosed to anyone involved in assessing your application.**

Please also complete the Automatic Disqualification Declaration.

Applications should be submitted via the GatenbySanderson website www.gatenbysanderson.com/job/GSe51173

Please contact the GatenbySanderson team on 0207 426 3982 if you experience any difficulties when uploading your application.

The closing date for applications is Wednesday 27th February 2019

If you would like an informal, confidential discussion about the appointment, please contact our advising consultants at GatenbySanderson, Juliet Brown or Mark Bate on 0113 205 6111.

We are committed to supporting the principle that everyone should have the same opportunities for employment, development and progression. This should be based on their ability, competence and suitability for the role. We welcome applicants from all backgrounds.

Skills for Care are a Disability Confident Employer and are committed to a positive approach towards employing people with a disability. We will seek to make reasonable adjustments wherever possible during all stages of recruitment process to accommodate the needs of a disabled job applicant. Skills for Care will interview all people with a disability that meet the minimum essential criteria for the position laid out in **Part One of the Person Specification**.

If you have a disability, please indicate in your application whether you need any specific assistance or adjustments to enable you to be interviewed.

