



Sandwell
Metropolitan Borough Council

Service Director – Direct Services Candidate Pack



www.sandwell.gov.uk

MEET OUR EXECUTIVE DIRECTOR

RASHPAL BISHOP



Dear Candidate,

Thank you for your interest in the role of Service Director – Direct Services at Sandwell Council

This is a pivotal leadership opportunity at an exciting time for Adult Social Care and Health in Sandwell. We are ambitious about delivering high-quality, person-centred services that improve outcomes for our residents whilst ensuring our services remain sustainable, innovative and responsive to changing needs.

As Executive Director, I am looking for a leader who shares our passion for making a meaningful difference in the lives of local people. This role carries responsibility for a significant portfolio of services, including Prevention Services, Intermediate Care and Prevention, Accommodation and Day Services, alongside the strategic leadership of directly provided services and key partnerships across health, social care and the wider sector. The successful candidate will play a central role in shaping future service delivery, driving improvement and ensuring our services continue to meet the highest standards of quality and performance.

At Sandwell, we are proud of our values, our commitment to residents and our collaborative approach. We recognise that the best outcomes are achieved when we work together with our communities, partners, providers, elected members and, importantly, our workforce. We are therefore seeking an individual who can inspire others, lead through change, build strong relationships and bring a clear focus on outcomes, innovation and continuous improvement.

Throughout my own career in public service, I have been motivated by the opportunity to make a difference whether through supporting individuals and families, developing talented colleagues, or creating services that have a lasting positive impact on communities. I believe great leadership is about authenticity, resilience and empowering others to succeed, and these qualities will be invaluable in this role.

Sandwell is a place of ambition and opportunity. We are committed to transforming services, working as One Team and ensuring that our residents receive the support they need to live healthy, independent and fulfilling lives. This role offers the chance to help shape that future and leave a lasting legacy for the borough.

If you are an experienced senior leader with the vision, drive and commitment to deliver excellent outcomes for residents, I invite you to speak to our recruitment partners at Tile Hill.

Thank you once again for your interest in Sandwell Council. I look forward to learning more about what you could bring to our organisation.



More about Sandwell

Sandwell is a proud and diverse borough that is home to vibrant communities, a rich industrial heritage and ambitious plans for the future. Serving more than 340,000 residents across six towns, we are committed to improving outcomes for local people and creating a borough where everyone has the opportunity to thrive.

Our Council Plan sets out a clear vision for Sandwell through to 2027, providing a shared framework for residents, partners, elected members and colleagues. The plan outlines our ambitions for the borough and the priorities that will help us deliver lasting improvements for communities, ensuring that Sandwell is a place where people can live well, access opportunity and feel proud of where they live.

As an organisation, we are on a significant journey of transformation and improvement. We are focused on delivering high-quality services, strengthening our partnerships and ensuring that everything we do is centred on improving the lives of our residents. This commitment to continuous improvement is underpinned by strong leadership, a clear vision and a culture that encourages innovation, accountability and collaboration. This has recently been recognised on the national stage, as we were named 'Most Improved Council' at the prestigious Local Government Chronicle (LGC) Awards. The award recognised the significant organisational change and service improvements delivered across the authority in recent years. The achievement reflects tangible improvements across key services such as Adult Social Care that was rated 'Good' by the Care Quality Commission.



While proud of these achievements, Sandwell remains ambitious. Our focus is firmly on sustaining momentum, driving further improvements and realising our aspiration to become an outstanding council that consistently delivers excellent outcomes for residents.

We also welcomed a new cabinet this year with Councillor Ray Nock being appointed as the Leader of the Council, with Councillor Ritchie Massey appointed to Adult Services, Health and Wellbeing . The administration has set out a clear commitment to working for all residents, strengthening communities and focusing on the issues that matter most to local people. The Council's priorities under the new leadership include creating jobs and economic opportunity, supporting thriving town centres and high streets, helping residents with the cost of living, and ensuring Sandwell continues to be an attractive place to live, work and invest. Together, our political and officer leadership are committed to delivering meaningful change, building on recent successes and creating a borough that is inclusive, ambitious and resilient for future generations.



Adult Social Care and Health

Adult Social Care in Sandwell is on an ambitious journey of transformation, improvement and innovation. Our purpose is simple but powerful: to provide the right support, at the right time and in the right place, to maximise independence and empower people to remain safe and healthy. This vision underpins everything we do and shapes the way we work with residents, carers, communities and partners across the borough.

We support adults with care and support needs, their families and carers, helping people to live as independently as possible and maintain choice and control over their lives. Our services span prevention, early intervention, reablement, community support, safeguarding, commissioning, integrated health and care services, residential and nursing care, supported living and services for unpaid carers. We are committed to supporting people to live well within their own communities wherever possible, promoting independence and reducing reliance on long-term care.

Our Adult Social Care Strategy is built around three core ambitions:

- Prevent – helping people stay healthy and well for longer and reducing the need for formal support.
- Independence and Reablement – supporting people to recover from illness, injury or periods of dependency and regain confidence and independence.
- Care – ensuring people with long-term conditions or dependency receive high-quality, person-centred care delivered with dignity and respect.



Through innovative models of care, integrated discharge arrangements, reablement services and facilities such as Harvest View, we are helping residents return home more quickly from hospital and achieve better outcomes through strength-based, outcome-focused practice.

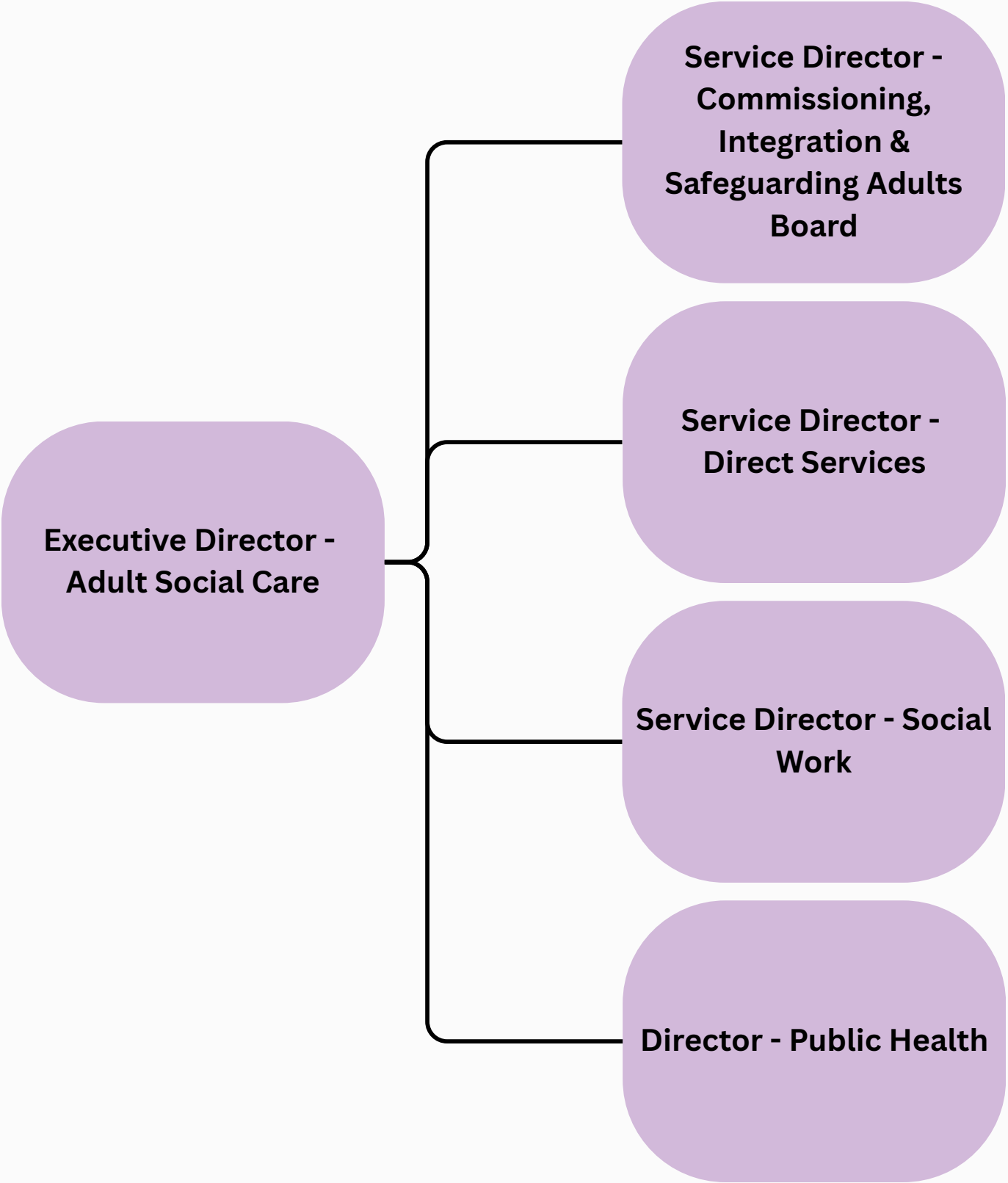
Adult Social Care has played a significant role in Sandwell Council's wider organisational improvement journey. Following a Care Quality Commission assessment, Sandwell's Adult Social Care services were rated 'Good', recognising the positive experiences of people who use services, strong partnership working, effective leadership and an organisational commitment to continuous improvement. The inspection highlighted how services support people to live independently, involve residents in decisions about their care and work collaboratively across the health and care system to achieve positive outcomes. This achievement reflects the dedication of our workforce and the strong culture of learning, innovation and improvement that exists across the directorate. While we are proud of this recognition, our ambition remains to continue raising standards to become outstanding and delivering the best outcomes for residents.

A defining feature of Adult Social Care in Sandwell is our commitment to co-production. We believe that the best services are designed and delivered with the people who use them.

In 2024, we launched our first "Commitment to Co-production" framework, developed through extensive engagement with people who have lived experience of care and support services. This ensures that residents, carers, communities and providers have a meaningful voice in shaping future services, policies and commissioning decisions. The strength of Sandwell's approach has also received recognition within local government and across the wider adult social care sector.



Structure Chart



You can find out more about our achievements, plans, and culture, from our CEO, Shokat Lal, in this [video](#)



Our Values and Behaviours

One team

United and working together with a shared purpose of achieving great results

- Actively role model and create trust
- Enable honest and open communication
- Visible and approachable
- Engage in regular communication
- Recognise contributions and success
- Display a coaching leadership style and inspire others
- Encourage best practice and cross team collaboration
- Drive a healthy work-life balance
- Develop and grow future talent

Customer focus

We care about providing the best possible public service

- Manage customer's expectations
- Ensure the service works to the best outcome for the customer
- Create accessible channels for customer communication
- Encourage customers to lead in service provision
- Take a holistic view of services
- Be accessible to residents, service users, customers and employees
- Engage with customers, seek feedback and enable continuous improvement

Inclusive

Treating each other with respect and knowing our diversity is our strength

- Create an inclusive environment to encourage a voice for everyone
- Create opportunities and champions diversity and inclusivity
- Seek feedback from all audiences to facilitate co-production
- Seek to understand our diverse communities
- Actively challenge barriers to inclusion
- Encourage diversity of thought and perspectives to overcome challenges

Our Values and Behaviours

Ambitious

Striving for excellence, always looking to get better and making sure everyone can take pride in our borough

- Promote a growth mindset
- Communicate the organisation's ambitions and desired outcomes
- Lead, manage and communicate change
- Encourage and inspire creativity and innovation within boundaries
- Seek and encourage everyone to be the best in class
- Create channels for giving and receiving feedback
- Tackle under-performance early and challenge unacceptable behaviour with courage
- Grow personal credibility
- Communicate with passion and integrity to maintain and elevate the reputation of the service and the council

Accountable

Deliver what we say we will

- Create a clear vision and strategy
- Consider external and internal factors
- Encourage learning from feedback and complaints
- Promote resilience and adaptability
- Set clear expectations and standards for self and others
- Provide resources for service provision
- Empower others to solve problems and take ownership
- Give support to strengthen team and personal resilience
- Make timely and well-judged decisions



A NEW STORY FOR SANDWELL

Made 50 years ago from six proud towns, Sandwell is a place built on making things happen. It's where industry met innovation, and where strong communities still shape the future.

The Sandwell Story is a campaign and programme of work to celebrate the people, places and partnerships that make this borough a great place to live, work, learn and visit. [Find out more at the Sandwell Story website.](#)

Watch the New
Story for
Sandwell video



PERSON SPECIFICATION

JOB DESCRIPTION



LOCATION



Sandwell is a metropolitan borough in the Black Country, which is made up of six towns - Oldbury, Rowley Regis, Smethwick, Tipton, Wednesbury and West Bromwich.

Located in the West Midlands, Sandwell borders Birmingham city, Dudley borough, Walsall borough and Wolverhampton city.

The borough has excellent access to the national motorway network with five junctions feeding in to the M5 and M6 motorways serving the South West, South East and North West regions of the UK.

Sandwell also benefits from a mainline train station - Sandwell and Dudley and the Midland Metro.



OUR OFFER TO YOU

Join the largest employer in Sandwell, where over 3,500 of our diverse employees thrive in hundreds of unique roles.

To support you to develop your career with us, we offer:

- A competitive pay progression structure and leave allowance
- Hybrid working arrangements and a flexitime system (subject to needs of the role)
- Supportive staff networks including Culture Champions, helping to fulfil our organisational culture aspirations and make us a fully inclusive employer
- A confidential counselling service (BACP approved) and a mediation service is available on managerial referral
- Talent initiatives including apprenticeship programmes at all levels, and the prestigious National Graduate Development Programme.
- Learning and development including management development training, employee wellbeing workshops and job role specific training.
- A professional coaching and mentoring offer
- Employee performance and development processes with regular check-ins and an annual review to help you be your best
- Recognition for your hard work through our 'We our Sandwell' award scheme and colleague appreciation schemes
- Work that makes a real difference to our customers and residents, continually improving our boroughs.
- Access to trade unions



Our aim is to be an outstanding Council and we recognise that part of that is providing the best employee experience possible. At Sandwell we care about our people and commit to keeping our colleagues safe and well at work.

To make sure everyone can be their best and feel like they count, our support offer includes:

- Our employee assistance programme with free, confidential, 24/7 helpline service staffed by professional counsellors
- Access to occupational health services
- Wellbeing champions network
- Supportive carers and parental policies
- Generous maternity, paternity and adoption leave
- Disability passport scheme
- To help you make the most of your money we offer:
- Membership of West Midlands Pension Fund with generous employer contributions
- Staff deals through our employee benefits scheme

HOW TO APPLY

To apply, please submit an up-to-date copy of your CV (four sides of A4 maximum), along with a supporting statement (four sides of A4 maximum) detailing your experience, and achievements and addressing the key criteria for the role set out on this site and using examples to demonstrate how you meet the requirements.

Documents should be uploaded via our [website](#), please include and upload the below information in two documents only. If you experience any issues whilst applying, please contact abbie.hamilton-grant@tile-hill.co.uk

Applications must include:

- Full contact details;
- Names, positions, organisations and contact details for two referees (we will ask your permission before contacting referees);
- Details of your notice period;
- Notification of any dates when you are not available for interview.

For a confidential discussion, please contact our colleagues at Tile Hill, Anita Denton on 07725 554802 (anita.denton@tile-hill.co.uk) or Helen Alwell on 07931 543313 (helen.alwell@tile-hill.co.uk)

Closing date for applications: Midnight on Sunday 6th September



