

## Appointments Etc Panel

Thursday, 15 December 2016, County Hall, Worcester - 12.00 pm

		Minutes
<b>Present:</b>		Mr S E Geraghty, Mr A C Roberts, Mr G J Vickery and Mr T A L Wells
<b>Available papers</b>		The Agenda papers (previously circulated), a copy of which will be attached to the signed Minutes.
<b>1026</b>	<b>Named Substitutes (Agenda item 1)</b>	Mr A Blagg for Mrs S L Blagg.
<b>1027</b>	<b>Apologies and Declarations of Interest (Agenda item 2)</b>	Mrs S L Blagg gave her apologies.
<b>1028</b>	<b>Confirmation of Minutes (Agenda item 3)</b>	<b>RESOLVED:</b> that the minutes of this meeting be circulated to Members of the Panel and be signed by the Chairman in the light of any comments on their accuracy received within 7 days of their circulation.
<b>1029</b>	<b>Exclusion of Press and Public (Agenda item 4)</b>	<b>RESOLVED:</b> that the public and press be excluded from the meeting during the consideration of the following items of business on the grounds that if they were present during such consideration it would be likely that there would be disclosure to them of exempt information as defined in Section 100(I) and Schedule 12A of the Local Government Act 1972 relating to any individual and the public interest in maintaining the exemption outweighed the public interest in disclosure.
<b>1030</b>	<b>Commercial and Change - senior management arrangements (Agenda item 5)</b>	<u>Summary of the proceedings during which the Press and Public were excluded.</u>  <u>(This is a fair summary of the proceedings and there are no exempt minutes.)</u>  At the Appointments etc Panel on 14 June 2016 it was agreed that Sander Kristel, Director of COaCH, be appointed Interim Director of Adult Services, pending

recruitment to the permanent post. On 21 June 2016, Peter Bishop was appointed Interim Director of COaCH, anticipated to be until Sander returned to his substantive post as Director of COaCH.

An Appointments etc Panel was held on 22 September 2016 to consider the final two shortlisted candidates for the Director of Adult Services, but no appointment was made. Subsequently, and in the light of no fresh talent coming into the Council, Sander Kristel expressed an interest in being considered for the role of DAS on a permanent basis and after a successful selection process was appointed to the substantive role by the Appointments etc Panel on 3 November 2016, and would not be returning to his substantive post of Director of COaCH.

Chief Officer recruitment is becoming increasingly difficult and although there are strong candidates to be found, both internally and external to the Council, allowing sufficient time to agree the right role for the Council and being clear on the necessary skills and experience before commencing any recruitment campaign is vital. In addition to this, given the current financial challenges facing the Council, particularly in 17/18, a short pause before commencing recruitment would allow time to consider alternative leadership models. Panel was therefore asked to approve the interim arrangements, which would allow the Chief Executive, in consultation with the Leader, to give detailed consideration to the longer term design of the Strategic Leadership Team.

There are a number of models for this role that could be considered over the coming months, including sharing the post with another public sector partner, replacement of COaCH with a different set of arrangements across the existing pool of Directors, a direct replacement by going through an open competition or a revised model by looking at best practice across the country, both within local government and other sectors.

To ensure continuity within the service and to ensure no momentum is lost in progressing with the transformation programmes currently underway within COaCH, it was recommended that temporary arrangements be approved from within existing internal post-holders until the permanent Director of Commercial and Change is appointed or any alternative model adopted.

Peter Bishop was appointed Interim Director of COaCH by the Panel on 21 June 2016. Peter had demonstrated that he can take on the breadth of responsibility

associated with being a Director and it was recommended that Peter continues as Interim Director of COaCH until such time as the permanent Director of COaCH is appointed to, or any alternative model is agreed.

As the initial assignment was expected to be no more than 6 or so months, it was not considered necessary to formally backfill his substantive post of Strategic Commissioner (Service Transformation) at Head of Service level, but temporary additional honorariums were awarded to 2 senior managers to cover specific areas, namely Technology Development and Technology Operations and Delivery/3<sup>rd</sup> party contracts, during this time. Whilst this arrangement has not caused any major service issues, given the extension of the appointment it was appropriate to make backfill arrangements in relation to his substantive post, including property, systems, technology, customer access and programme management.

Therefore the Panel was asked to approve the temporary re-assignment of the senior management responsibilities related to Property Asset Management and the Facilities services to Joanna Charles (Head of Commercial) who was experienced in all aspects of property management.

With reference to the Strategic Change (Programme Management) Team, the Panel was asked to approve that this service is re-assigned temporarily to Sean Pearce, Chief Financial Officer as he was involved in the delivery of our major reform programmes and has demonstrated his ability to challenge effectively and forecast where delivery challenges may exist. Moving into 2017 many of these reform programmes have considerable sums of money associated with their delivery and as such the independence and robustness of the programme management team will be strengthened by it sitting independently of COaCH, particularly given many parts of the reform need to be initiated and delivered by the COaCH Directorate.

The Panel supported the recommendations.

**RESOLVED: that**

- a) **Peter Bishop continues as Interim Director of Commercial and Change to allow consideration to be given to alternative leadership models, as set out in the report;**

- b) the Property Asset Management and Facilities services are temporarily assigned to the Head of Commercial as set out in paragraph 10 of the report; and**
- c) the Strategic Change (Programme Management) team is temporarily assigned to the Chief Financial Officer as set out in paragraph 11 of the report.**

**1031 Adult Services - senior management arrangements (Agenda item 6)**

The Panel was aware that Anne Clarke, Assistant Director (Adult Services), had submitted her resignation, having secured another post outside of Worcestershire County Council, and her last day of service would be 10 February 2017.

It was clearly paramount to ensure consistency of service provision for Adult Services in a testing time, both financially but also in term of service delivery/quality. It was therefore necessary to fill this critical leadership post as a priority, subject to approval by the Appointments Etc. Panel.

If approved, it was also seen as critical to ensure there are temporary arrangements put in place to cover the post whilst the recruitment process is followed. This is to ensure that we were able to continue to focus on the Adult Services delivery agenda, inclusive of the financial targets set in year so as to ensure these are met.

Given the current competitive market for high calibre candidates for the Assistant Director (Adult Services), careful consideration must be given to the recruitment campaign, which includes the shape of the role including the salary, the search process, the candidate field and the selection process.

The proposed re-shaped Job Description (JD) and Person Specification (PS) were attached in Appendix 1. Both the JD and PS emphasise the strong leadership capability and experience we expect from prospective candidates. An important change to the previous JD and PS is also the inclusion of responsibility for the Learning Disabilities placements budget. This is to ensure sufficient governance and delivery of outcomes for people with a Learning Disability is assured. Panel are asked to approve these documents.

It was intended to appoint to this post on a 37 hour contract, in line with corporate policy (with a salary range

for Head of Service Band 1 £83,382 - £91,842).

If the Panel approved the proposals, preparation and the subsequent recruitment process for the new Assistant Director (Adult Services) post would commence with immediate effect. An external agency would be procured through our usual processes to conduct the search, providing expertise in pro-active and targeted search, social media recruitment and having the ability to access wide-ranging networks. Long-listing would be done based on applications sifted by the Director of Adult Services in consultation with the Head of Human Resources & Organisational Development or Strategic HR Business Partner. This would be followed by shortlisting using a robust selection process, including robust tests and interviews. A short list of candidates suitable for Panel interview would then be decided upon by the Director for Adult Services in consultation with the Cabinet Member with Responsibility for Adult Social Care, with interviews and appointment by the Panel envisaged for late February 2017.

**Temporary Arrangements for Assistant Director (Adult Services) and the Strategic Commissioner (Adult Services)**

It was proposed that the following temporary arrangements were put in place to ensure that continuity of service delivery was maintained. This was seen as critical both in terms of ensuring we are able to meet all the targets in year (2016/17) but to also ensure we maintain momentum for 2017/18 against the new Corporate Plan.

It was envisaged that interim arrangements for the Assistant Director (Adult Services) and then backfill for Strategic Commissioner (Adult Services) can be put in place exclusively from within the existing staffing structure of Adult Services. This would mean that there is a minimal impact in terms of delivery, continuity for reporting staff and also no additional costs for these posts which would be incurred should a decision have been taken to look at the interim market.

It was proposed to ask Richard Keble, who is substantively in the post of Strategic Commissioner (Adult Services) to temporarily move in to the post of Assistant Director (Adult Services) from Anne Clarke's departure to allow the permanent recruitment process to be completed. On completion of this process the temporary arrangements would cease and Richard would

then return to his substantive post of Strategic Commissioner (Adult Services).

This would ensure that there is minimal disruption to service delivery as Richard is already fully aware of the priorities and deliverables for Adult Services. This should therefore allow the service to continue as scheduled. Richard is already an experienced Head of Service and direct report to the Director of Adult Services and so this would be a sideways move rather than a promotion. It was therefore recommended that Richard be given a small financial incentive of 5% per annum whilst performing the temporary role which would immediately cease on cessation of the temporary arrangements.

In approving the temporary move of Richard Keble, it was also then proposed to ask Elaine Carolan, who was substantively employed as Lead Commissioner, to temporarily move in to his post of Strategic Commissioner (Adult Services) so as to allow the permanent process to be completed. On completion of this process temporary arrangements would cease and Elaine would then return to her substantive post of Lead Commissioner.

As way of background for the Panel, Elaine was acting Head of Service in 2012 for 4 months so has already performed this role previously. Elaine has extensive commissioning experience across Older People and Learning Disabilities at WCC and has been with WCC for over 6 years. Elaine frequently interfaces with the Cabinet Member with Responsibility for Adult Services and senior partners without moderation of the current Head of Service. Elaine is also a registered nurse which would be a good professional and technical competence addition to DLT.

As a Lead Commissioner and having worked in Commissioner roles previously, it was recommended that Elaine Carolan had the experience required for role of Strategic Commissioner. The Care Act 2014 requires the Council to discuss and agree its fees with providers on an annual basis and this process has recently started informally. It is therefore crucial that there is a continuation and sufficient background knowledge in this role particularly in the period leading up to 1 April 2017.

This arrangement would ensure that there is minimal disruption to delivery as Elaine Carolan is already fully aware of the priorities and deliverables for Adult Services. This should therefore allow the service to

continue as scheduled. Elaine currently reports to Richard Keble so this would warrant a temporary promotion. Elaine would be expected to undertake the role fully and so it is recommended that Elaine is paid the difference between her substantive salary (PO7) and the bottom point of Head of Service (Band 1).

**RESOLVED: that the Panel**

- a) **approves the revised Job Description and Person Specification for the post of Assistant Director (Adult Services) as set out at Appendix 1;**
- b) **approves the salary range for the above post as set out in paragraph 7 of the report;**
- c) **authorises the Director of Adult Services, in consultation with the Cabinet Member with Responsibility for Adult Social Care, to commence the recruitment process for seeking suitable applicants for the new Assistant Director (Adult Services) post, following the outline recruitment process as detailed in the report;**
- d) **agrees to the temporary arrangements for filling the vacant post of Assistant Director (Adult Services) and for then backfilling the post of Strategic Commissioner (Adult Services) as set out in this document inclusive of the pay recommendation as detailed in paragraphs 11 to 17 of the report; and**
- e) **if the recruitment process were to be unsuccessful and no suitable candidates shortlisted for interview by the Panel, the Director of Adult Services, in consultation with the Cabinet Member with Responsibility for Adult Social Care, be authorised to continue the interim arrangements set out in the report.**

The meeting ended at 1.00pm.

Chairman .....

This page is intentionally left blank



## JOB DESCRIPTION AND PERSON SPECIFICATION

### ASSISTANT DIRECTOR (ADULT SERVICES)

#### **Role Purpose**

Worcestershire's County Council Assistant Director (Adult Services) is a leader, who is accountable for influencing, leading and managing resources to deliver better outcomes for Worcestershire residents.

Directly reporting to the Director for Adult services and as part of the Wider Leadership team, the role of the Assistant Director (Adult Services) is to work with and support Elected Members, and public, private and third sector partners and communities across the county, to harness the whole of Worcestershire's resources to deliver improved health, prosperity and happiness for local people and communities.

The post holder will be responsible to ensuring the commissioning of Adult Social Care is aligned to and supports the strategic objectives and priorities of the Council and our partner, including Learning & Disabilities placements, equivalent to circa £50million.

#### ***The Assistant Director (Adult Services) is accountable for***

1. Setting the strategic direction for the Council's Adult Social Services, based on the **principles of prevention, independence and resident choice**, to ensure the Council meets its legal and statutory obligations.
2. **Integrating or aligning commissioning arrangements as appropriate** to provide a seamless and Worcestershire-wide approach to meet health and social care needs.
3. Professional leadership in **shaping and gaining ongoing commitment to strategies and plans for improving adult social work, which achieve priority outcomes for Worcestershire**, in an ever-changing landscape.
4. **Creating powerful and influential partnerships** (internal and external) that lead to a shared sense of purpose and responsibility for improved adult social work outcomes across Worcestershire, and therefore enhance effective co-operation and joint action.
5. **Ensuring that service users understand their entitlements for adult social care** by making sure that appropriate policies are in place, and that these are operating in practice.
6. **Continually improving adult social work**, being accountable for the performance of all aspects of Adult Social Work, and for ensuring that effective governance is in place to provide assurance on quality and productivity of both internally and externally provided services.
7. **Optimizing care pathways across adult social services**, to ensure that they are streamlined and integrated including **reforming social work practice to ensure that it maximizes independence and prevention**.
8. Ensuring that there is a **strategic, commercial and outcome-focused approach to management of current and future adult social work providers** (internal and external), ensuring that our procurement policies, procedures and contracts are commercial, risk based and facilitate community engagement to deliver best value for citizens, in terms of achievement of outcomes, financial performance, quality and statutory compliance.
9. **Co-creating and acting as a role model for a Member and Officer leadership culture** that inspires and recognises innovation, customer-focus, personal responsibility, effective delivery at pace alongside a passionate commitment to citizens and their

needs across Worcestershire.

10. **Robust delivery, prioritisation, risk management, governance, and oversight** of all resources (finances and people) in line with statutory, financial planning, regulatory, constitution requirements and best practice frameworks.
11. **A culture of accountability and innovation** through a combination of local home grown thinking, testing and external scanning of Adult Social Work.

### **Dimensions of the Role**

**Accountable to:** Director for Adult Services

**Statutory Responsibilities:** for the relevant statutory duties under the Health and Social Care Act 2012, the Care Act 2014

**Political Restriction:** This post falls within the definitions set out in the Local Government and Housing Act 1989 (LGHA), as amended from time to time, of a “politically restricted” post. Therefore the post holder is constrained from engaging in political activities specified by the LGHA and any regulations made thereunder.

#### **Key Relationships:**

**Internal:** Cabinet, Senior Leadership Team, Wider Leadership Team, County Councillors and elected members, Management Teams, Managers & Staff across all directorates.

**External:** Clinical Commissioning Groups, other NHS organisations, health and social care professionals, District/Boroughs, Government Agencies & Departments, Police, Fire, Probation Service, Educational Settings, Suppliers, Contractors, Service providers, Statutory and Voluntary Organisations, customers, members of the public, volunteers.

**Accountable for a large workforce (circa 1000 employees)**

**Accountable for a significant budget (annual) in excess of c. £100mil**

**Area(s) of responsibility:** Urgent Care, Access Triage & Intervention, Performance, Sensory Impairment, Learning & Disabilities (incl. Placements), Mental Health, Provider Services, Care Act assessments, administration, Safeguarding investigations, Mental capacity, Deprivation of Liberty and Adult Safeguarding.

### **PERSON SPECIFICATION**

1. A professional social work qualification and/or an appropriate **management or professional qualification** to post graduate diploma level or equivalent.
2. Evidence of **continuous personal development** in a discipline or area relevant to the role.
3. High level of understanding of **adult social care**.
4. Significant experience of **strategic leadership** at a senior level.
5. **Significant evidence of the successful application of commercial and business acumen** which delivers outcomes in the long term, whilst meeting the short to medium financial plan and priorities of the organisation.
6. Substantial experience of creating and maintaining **effective and influential partnerships** that achieve better results with fewer resources.
7. Substantial experience of **leading transformation and cultural change through a diverse set of stakeholders across a complex/large organisation and partner organisations**.
8. A demonstrable track record of **identifying and building new capabilities** and ways of working that are commercial, focused on behaviour change, demonstrate value for

- money and citizen focused.
9. **Intellectually curious, with significant examples of innovation and continuous improvement** through external awareness, continually looking in new places for solutions.
  10. Evidence of moving from **thinking to action quickly**, demonstrating appropriate balance between risk and opportunity.
  11. Has a **relentless focus on prioritising along with embedding and evaluating progress** routinely and regularly.
  12. Sets, monitors and **delivers on ambitious targets/goals and holds people to account for delivery**.
  13. Understands how to analyse and **harness data and technology** to deliver improved engagement, involvement, efficiency and behaviour change, and understanding of citizens.
  14. Understands how to **build and maintain the reputation of an organisation**, locally, nationally and internationally, to deliver tangible benefits for residents and successful local and national media management as required.
  15. A demonstrable track record of **inspiring, motivating and building effective teams**.

## **BEHAVIOURAL COMPETENCIES:**

### **Fostering Teamwork**

- ✓ Maximises the performance of individuals of the benefit of the teams.
- ✓ Ensures accountability through defining clear roles and responsibilities.
- ✓ Understands team dynamics and knows how to intervene to improve them.
- ✓ Collaborates with and appreciates others; adapting to different work styles and preferences.
- ✓ Builds cohesive teams around a common purpose and inspires allegiance.
- ✓ Builds mutually beneficial relationships, seeking opportunities for collaboration.
- ✓ Ensures the involvement of staff and teams to develop a strong vision and generate ideas and innovation.

### **Communicating with Impact**

- ✓ Communicates using natural presence and authenticity.
- ✓ Utilises feedback on how your communication influences others.
- ✓ Identifies how and when to apply different methods of communication.
- ✓ Builds rapport and gains trust.
- ✓ Applies the most effective approach to inspiring and motivating in different contexts.
- ✓ Successfully influences and negotiates with a wide range of stakeholders, peers and staff.

### **Facilitating Development**

- ✓ Uses goal orientated coaching with your staff, which is focused on the achievement of measurable results.
- ✓ Empowers staff to solve WCC challenges through taking responsibility and being innovative.
- ✓ Enhances your own personal performance by seeking out constructive feedback, gaining insight and awareness of your own strengths and challenges.
- ✓ Creates a climate of continuous learning and self-development.
- ✓ Utilises effective questioning and listening skills to enhance others' personal and professional development.
- ✓ Acts as an inspiring role model and mentor for others.

### **Leading from Within**

- ✓ Acts with authenticity, courage and conviction.
- ✓ Awareness of the impact that your behaviours have on self and others.

- ✓ Reflects on your identity and purpose as a leader.
- ✓ Promotes leadership development and self-awareness, creating an environment of openness and trust where opinions are expressed and heard.
- ✓ Develops and executes strategies to gain personal resilience.
- ✓ Takes a stand in the face of adversity.
- ✓ Takes risks and lets go of fears which hold you back.
- ✓ Willingness to remain open and tuned in to feedback from both internal and external sources.
- ✓ Has a positive outlook and approach to the future of Adult Services and inspires the same with staff.

### **Creating a Compelling Vision**

- ✓ Establishes direction by thinking strategically and making discriminating choices.
- ✓ Expands current boundaries of thinking and presents possibilities that can take you, your team and service beyond perceived limitations.
- ✓ Translates the vision into clear quantifiable goals.
- ✓ Determines and conveys the underlying purpose and intent beyond the vision.
- ✓ Pro-active in creating and communicating inspiring personal and collective visions.
- ✓ Engages and inspires the service in building commitment to growth.

### **Agile Thinking**

- ✓ Thinks strategically (up to 2 years and beyond) and with business acumen and contributes to strategy development.
- ✓ Consciously chooses different thinking and processing styles to heighten your effectiveness.
- ✓ Uses a suitable balance of rational analysis, personal intuition and consultation with others in your decision-making.
- ✓ Facilitates member and officer thinking, helping them to look at issues from different perspectives.
- ✓ Suspends judgements and engages in dialogue before coming to conclusions.
- ✓ Helps teams to share their thinking.

### **Delivering Results**

- ✓ Sets clear and meaningful targets in alignment with the WCCs vision and values.
- ✓ Ensures a 'delivery mindset' is embedded within WCC.
- ✓ Focuses on continuous improvement and seeks customer-centric feedback to enhance service delivery.
- ✓ Creates results through a disciplined approach to business planning, goal setting and setting meaningful targets, aligned with the organisation's strategic aims.
- ✓ Takes personal responsibility for WCC performance and results.
- ✓ Confident in your ability to consistently deliver high performance.
- ✓ Uses clear targets and metrics to provide feedback on performance.
- ✓ Is relentless about the timely delivery of targets and deliverables

### **Leading Change**

- ✓ Adaptable in dealing with change, personally and professionally.
- ✓ Deals effectively with ambiguity and uncertainty.
- ✓ Acts decisively, knowing how to challenge this status quo whilst respecting the past.
- ✓ Forecasts changes in the market or environment.
- ✓ Provides the necessary direction and impetus in leading others to change; being sensitive to the impact of change on others.
- ✓ Methodically implements identified change initiatives.
- ✓ Applies creativity in the change process.