
DIRECTOR OF ADULT SERVICES

APPOINTMENTS COMMITTEE BRIEFING

1. Introduction

This document proposes the process to appoint a Director of Adult Services at Somerset County Council. It follows the resignation of Stephen Chandler and the appointment of Mel Lock as the acting Director of Adults & Health Services.

The paper presents constitutional and process considerations, as well as salary comparisons for the role. The purpose of this panel is described in section 2.

2. Constitutional Requirements

The requirements for appointing to the Senior Leadership Team are set out in Appendix 1.

Appointments Panel

The consequence of this is that as part of the process, a proposal to appoint a SLT-officer will need to be put before an appointments' panel. The panel will comprise of the Leader, the Opposition Leader and the Deputy Leader of the Council (or their nominated representatives) plus any relevant Cabinet members as consultees.

The role of the panel is to review the terms and conditions of employment relating to a post, make appropriate recommendations to the Chief Executive, decide on the process and to appoint the Appointments Committee to undertake the appointments' process.

Appointments Committee

The Appointments Panel has agreed the process to appoint to the role and has proposed the following membership of the Appointments' Committee:

- Mandy Chilcott – Cabinet Member for Resources and Deputy Leader
- Bill Revans – Opposition Spokesperson for Adults' and Health Services
- David Huxtable – Cabinet Member for Adults' & Health Services

3. Director of Adult Services

The appointment of a Director of Adult Services is required following Stephen Chandler's resignation from Somerset County Council.

Given the critical nature of our budget situation, the challenge of retaining a financially sustainable organisation in the future and the complex nature of our increasing partnership arrangements, the post will continue to focus on existing responsibilities and future strategies for adult services, rather than adjusting its remit as part of this exercise.

4. Job Description

The Job Description and Person Specification for the role are shown in Appendix 2.

5. Salary

5.1. One of the requirements of the Appointments Panel is to review the terms and conditions of employment for the vacant post, which may include the level of remuneration.

5.2. The Director of Adult Services is a Grade 2 post in the Council's Senior Leadership structure. The salaries for Grade 2 posts are within the range £108,255 to £140,730 and reflect market conditions for these posts. A salary-comparison exercise was done earlier this year and the data for the Directors of Adult Services (or equivalent roles) are shown in Appendix 3.

The salary for the previous permanent appointment was £127,359.

5.3. Once the Appointments Committee has made its recommendation on the appointment to the post, it will confirm the appointment with the Chief Executive.

6. Proposed Process

The selection process for the role includes the following elements:

- Written application including supporting statement and CV;
- Initial interview with recruitment company (Gatenby Sanderson);
- Technical Interview;
- Psychometric assessments;
- Interview with members' panel;
- Interview with representatives from senior leadership team;
- Presentation to staff and stakeholder panel.

Chris Squire, Director of HR & Organisational Development

31st October 2019

Appendix One – Constitution

Relevant paragraphs from the SCC Constitution are 7.1.4 – 7.1.15

SENIOR LEADERSHIP TEAM APPOINTMENTS (AND THE MONITORING OFFICER)

7.1.4 Appointments to these posts must involve elected Members.

In addition, in the absence of full-time contracted employees in relevant SLT posts, appointments to the following interim posts are also subject to the requirements of section 7:

- Interim Director of Children's Services
- Interim Deputy Director of Children's Services
- Interim Operations Director of Children's Services.

The Monitoring Officer post is not part of SLT but appointments to this post will similarly involve members.

7.1.5 Where a vacancy occurs in these appointments, the recruitment process requires the appointment of an Appointments Panel and then an Appointments Committee.

Appointments Panel:

7.1.6 The Panel reviews the terms and conditions of employment relating to the post and where appropriate makes recommendations to the Chief Executive for any changes; decides the appointments process or other course of action; and appoints the Appointments Committee to undertake the appointments process. This review includes reviewing the job and person specifications, the means of advertisement and short-listing arrangements. The Panel will then appoint an Appointments Committee. The Panel can convene virtually or meet as required.

7.1.7 If a Panel decides that no changes to terms and conditions are necessary when it reviews a vacant post (and that the salary will be advertised at the bottom of the range [the 'spot' for the grade] for posts on grades 1 to 3) then the Panel has authority to progress the recruitment without the need to seek further approvals. If a Panel wishes to make changes to the terms and conditions of a vacant post (other than the post of Chief Executive) then these are subject to the approval of the Chief Executive having obtained the agreement of the Leader of the Council. This includes where a Panel wishes to advertise a salary for a post on grades 1 to 3 (other than the post of Chief Executive) above the 'spot' at the bottom of the range. This must be the subject of a Panel recommendation to the Chief Executive for decision. If the Panel's recommendations for changes to terms and conditions relate to the post of Chief Executive then Full Council must agree these changes. In all cases the Panel will appoint the Appointments Committee.

7.1.8 In respect of the appointment of interims to SLT posts (including the post of Monitoring Officer) the Panel will present a business case to the Chief Executive which takes into account:

- value-for-money for the taxpayer
- the evaluated grade of the post to be covered
- the public profile of the post
- risks to the Council

- the labour market, both nationally and locally in the South West, for interims providing cover for similar posts in councils of a similar size

7.1.9 The Panel comprises 3 members, the Leader of the Council, the Leader of the largest Opposition Group, and the Deputy Leader of the Council (or their nominated representatives) with any relevant Cabinet Members as consultees.

Appointments Committee

7.1.10 The Committee will:

- (a) Interview all short-listed candidates and either
- (b)

- Appoint a suitable candidate to the post; or
- In the case of the Chief Executive make a recommendation to the Full Council who must approve the proposed appointment before an offer of appointment is made; or
- Follow any other course of action decided upon by the Appointments Panel.

7.1.11 The Committee comprises a maximum of 5 Members including:

- (a) The Leader of the Council (or his/her nominated representative)
- (b) The Leader of the largest Opposition Group (or his/her nominated representative)
- (c) Up to 3 other Members of the Council selected in accordance with the rules of political proportionality and including the relevant Cabinet Member.

Notes:

(a) It is a statutory requirement that at least 1 member of an Appointments Committee must be a Member of the Cabinet.

(b) The Committee appoints its own Chair.

(c) All Members of the Committee must have up-to-date knowledge of and have received training in the areas of Recruitment and Equalities.

(d) The selection process must be conducted in accordance with the Council's agreed Code of Practice.

7.1.12 An offer of employment to these posts shall only be made where no justifiable objection has been made by the Cabinet member.

7.1.13 If the Committee during the course of an appointment process wishes to vary the terms and conditions or the salary already agreed for a specific post, then such a proposal is subject to the approval of the Chief Executive having obtained the agreement of the Leader of the Council. The exception to this is where the Committee's recommendations relate to the appointment of the Chief Executive where only Full Council may amend the terms and conditions to be applied to the post.

7.1.14 The Appointments Committee will interview candidates for interim appointments at SLT (and to include the post of Monitoring Officer) level to assess their suitability for the role and will confirm appointments.

7.1.15 Chief Officer level interim appointments will be subject to formal review by the Chief Executive at the end of six months and at six monthly intervals thereafter to assess whether there is a requirement to retain their services. The original Appointments Committee will be consulted where the Chief Executive proposes to extend the engagement of an interim. The final decision on the extension of an interim rests with the Chief Executive.

Appendix Two – Job Description & Person Specification



SOMERSET COUNTY COUNCIL

JOB DESCRIPTION

Post Number: NOM0010

Job Title: Adults & Health Operations Director

Accountable to: Group Director of Operations

Responsible for: Service Managers

Purpose

- 1. Provide strong leadership to drive performance management and to deliver the Council's priorities and meet financial targets, as a member of the Council's Senior Leadership Team.**
- 2. Provide vision, leadership and direction in delivering Council transformation programmes as required.**
- 3. Ensure the effective delivery of any specific, statutory or regulatory duty encompassed by the role.**
- 4. Advise Members in respect of all planning, operational and policy issues relation to this service area, engage in strategic and delivery partnerships and promote and communicate the Council's services.**

Key Accountabilities

- 1. Lead on the Transformation Programme as a member of the Senior Leadership Team, so that the County Council is known as an excellent commissioner and provider of services.**

2. Optimise the use of resources and infrastructure available to the County Council and ensure they are utilised effectively and efficiently to achieve the Council's efficiency targets.
3. Develop potential and flexibility across the Council and its workforce including the motivation and development of those employees for which the post holder has responsibilities.
4. Ensure that all services place a high value on customer responsiveness by demonstrating a commitment to meeting and involving the broadest range of direct and indirect service users, citizens, customers, communities and businesses, as well as defining performance measures linked to customer care.
5. Act as a role model for the leadership behavioural competencies and to promote the culture of performance management and the achievement of targets.
6. Act in an ambassadorial role for the County Council and to ensure the development and delivery of joint agendas with external partners.
7. Drive the processes of localism and the empowerment of local communities to shape services.
8. As a member of the Senior Leadership Team, take responsibility for the shaping and controlling of the County Council budget, including responsibility for corporate project budgets and/or other externalised expenditure.
9. Promote equality, diversity and respect to customers, clients and other members of staff regardless of gender, age, ethnic origin, disability, sexual orientation or religion.
10. Comply with all relevant legislation, organisational policies and professional codes of conduct in order to uphold standards of best practice.
11. As a member of the Senior Leadership Team, take responsibility for ensuring that services are implementing risk management, business continuity and emergency preparedness procedures and be prepared to implement these processes in a disruptive event.
12. Foster and nurture strategic and local partnerships to deliver better outcomes locally for Somerset residents.
13. Understand their accountability for the Health and Safety risks associated with any given assignment and will manage the risks in accordance with corporate and other approved policies. Undertake a designated role in the corporate Health & Safety management system as required.
14. Build mutual confidence and respect, and foster effective working relationships with Council Members, the Chief Executive and trade unions to optimise outcomes locally.
15. Undertake and ensure the provision of any relevant role as may be legally required of a County Council.

Assignment

1. Direct and/or ensure the effective management of a range of services as specified by the Adults & Health Commissioner and ensure that the services are delivered in accordance with the required quality and performances either in house or by contract with a third party. The services include;

Adult Assessment and Care Management

Occupational Therapy

Active Living

Supporting People

Voluntary Sector Support

Public Health Services

Community Safety

or any other services commissioned by the Adults and Health Commissioner.

2. Work collaboratively and constructively with the Council's Service Review and Implementation workstreams to ensure that the workstreams are fully informed regarding the relevant services and that the outcomes from the workstreams support the New Operating Model and are aligned with the priorities of the County Plan.
3. Work constructively and productively with the Service Commissioner to ensure that in the design and commissioning for the services there is a balanced approach to customer experience and expectation, value for money and service delivery quality.
4. Work with the Customers and Communities Director to deliver effective and direct channels of communication and feedback from service customers on their experience and to ensure that these reports influence the delivery of customer focussed services.
5. Assemble, gain approval and ensure the effective implementation of service plans, quality and performance processes, customer and service reviews to ensure that service delivery meets the commissioned standard and is managed in accordance with the New Operating Model.
6. Deploy and manage resources and finance to ensure best value for money in achieving the commissioned service standards whilst, for in-house service provision, ensuring compliance with financial and establishment control procedures.
7. Deliver constructive and positive working relationships with partners and suppliers engaged in external delivery of services. Take the lead responsibility for contract managing the external delivery of services and consulting with contract management specialists and the Service Commissioner on complex matters of compliance and quality.

8. Deliver effective quality assurance and performance management activities and outcomes to meet targets concerning service delivery, commissioning standards and customer satisfaction and that services are in a position to respond positively and successfully to external inspection.
9. Within the council's financial and establishment control processes take opportunities to seek to innovate with a more devolved structure and to provide greater flexibility to respond to the changing structure and to provide greater flexibility to respond to the changing needs and priorities of the County Plan.
10. Provide a range of cost base analyses and other service provision information in order to provide a platform for driving down cost and ensuring competitiveness in the wider market. Deliver all other statutory and management information required in the conduct of the service and to advise on the best use of this information.
11. Work with other directors to ensure the effective decommissioning of a service when the Council decide that the service is of poor quality, out of date, not cost effective or does not meet the priority needs of the County Plan. In such circumstances will take a lead role in supporting opportunities given to communities to take over and operate the service provision.

Resources

Operational budget of £188m and leadership of 335 staff.

KEY COMPETENCIES

QUALIFICATIONS

Essential	Desirable
<ul style="list-style-type: none"> • Relevant degree or professional qualification. • Evidence of work related continuing professional development. 	<ul style="list-style-type: none"> • Management qualification • Post-qualification, eg MBA, Masters.

EXPERIENCE AND KNOWLEDGE

Essential	Desirable
<ul style="list-style-type: none"> • Substantial experience of delivering an integrated whole 	

<p>systems approach for Adult Social Care.</p> <ul style="list-style-type: none"> • Substantial experience of commissioning and delivering for Adult Social Services. • Substantial leadership and managerial experience and skills gained at a senior level, including contributing to the corporate management of an organisation. • Track record of promoting, leading and managing change. • Significant experience of successfully working with Elected or Board Members on complex issues, and the ability to work productively and closely with Members and provide clear advice on policy options. • Track record of operating strategically on corporate projects and policy development. • Demonstrable experience of partnership working, including the ability to influence and lead corporate and multi-agency projects and initiatives effectively. • Demonstrable experience of implementing equality and diversity in employment and service delivery. • In-depth knowledge and understanding of the statutory responsibilities relating to the delivery of adult social services and the promotion of social inclusion and well being. • A good knowledge of Commissioning principles, process and procedures. • In-depth knowledge and understanding of the statutory, policy, strategic and service delivery framework in which local government operates, and the major issues facing local government. • Good understanding and ability to drive through effective performance management. • Good understanding of the issues surrounding multi-disciplinary working. • An understanding of and commitment to effective customer and community engagement. 	
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PERSONAL ATTRIBUTES	
Essential	Desirable
<ul style="list-style-type: none"> • Actively promotes the need for change and acts as a role model for change. • Positive, committed, adaptable, robust and confident approach. • Ability to work under pressure and to motivate others to work quickly, without undue stress, and demonstrate a duty of care. • Committed to diversity in service delivery and employment. 	

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| <ul style="list-style-type: none">• Innovative and creative approach to change.• Customer and communities focussed.• Personal integrity.• Drive and self-motivation – “can do” attitude.• Sound judgement in devising and evaluating options and dealing with complex issues. | |
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Somerset's People Attributes

As our organisation changes, colleagues also need to change and adapt. A supportive organisation will describe what is expected for us to be successful in our current and future roles. One way, we believe, is to be transparent in how we lead our teams and the qualities that we should be able to evidence and demonstrate. Colleagues are, of course, already doing many of these things. However, we also recognise that whilst we all have strengths and preferences to act in certain ways that come more easily to us, there are other areas that may be more of a challenge.

Somerset's People Attributes have been written following 18-months of design work, consultation and use across all our service areas. They link to career and team development, talent management and succession planning and aim to support a culture of inclusion and openness. The Attributes support the County Vision for Somerset as a place that is Confident, Ambitious and Improving.

When looking at development, we normally suggest that someone focuses on 4-5 areas to focus on, relative to their level and/or the level they aspire to. For the purposes of the Director of Finance post, the role sits at grade 2 in the organisation and therefore reflects level 4 of the attributes.

			Grades 17-14	Grades 13 - 10	Grades 9 - 7	Grades 6 - 1	
Overall heading	Descriptor	Features	Level 1	Level 2	Level 3	Level 4	Development Indicators
CONFIDENT							
Self-Belief	Displaying confidence that you will succeed, and you can overcome obstacles to achieve the best for our	Relishing a challenge. Being prepared to stand up and be counted. Working beyond the call of duty if required. Speaking up if needed and sharing your views.	Manages own anxieties and appears confident to others. 'Gives it a go', however difficult it may seem.	Shows a can-do attitude. Draws on relevant experience. Demonstrates optimism even when the going is tough.	Rises to and relishes a range of challenges. Is prepared to stand up and be counted. Shows the confidence to involve others in support of a goal.	Takes on challenges that others may back away from. Challenges the status quo but will be able to provide evidence that the action will achieve service	Regularly feels overwhelmed by the pace and scale of change and struggles to recover from this. Holds back from challenging others OR is overly confident and

		Grades 17-14		Grades 13 - 10		Grades 9 - 7		Grades 6 - 1	
Overall heading	Descriptor	Features	Level 1	Level 2	Level 3	Level 4	Development Indicators		
	residents.						improvement.	ignores the views of others.	
Self-Awareness and Self-Management	Knowing your own strengths and limitations. Understanding your own emotions and the impact of your behaviour on others. Being able to manage your own emotions and show resilience in a range of situations.	Being aware of your emotions and your impact on others, particularly if you are under pressure. Being tenacious and resilient in the face of difficulty. Being able to cope in a complex environment and work with colleagues and partners.	Demonstrates self-awareness. Manages own response and reactions carefully when faced with demanding situations. Remains calm in a crisis. Resists the temptation to take over.	Recognises how challenges to personal values may trigger certain responses. Takes steps to manage own emotions and pressure when necessary. Takes time-out for reflection and seeks support from peers.	Understands the effect of own emotions, on themselves and others. Knows own strengths and limitations in providing leadership. Deals constructively with criticism and seeks support as necessary.	Seeks support to resolve own limitations, for example coaching or using your networks. Understands areas for personal development and does something about it.	Does not understand own emotions and the impact these have on others. Does not set time aside for personal reflection. Loses control in stressful situations, for example shows aggressive behaviour or rules by fear. Does not recognise the warning signs or seek help in advance of a problem.		

			Grades 17-14	Grades 13 - 10	Grades 9 - 7	Grades 6 - 1	
Overall heading	Descriptor	Features	Level 1	Level 2	Level 3	Level 4	Development Indicators
Drive for Improvement	Is motivated to improve practice and service performance to make a real difference.	Focuses on the achievement of goals for the good of the individual and the service. Invests energy in service improvement, for example through effective partnership working and community involvement.	Stays focused on the goal of service improvement. Takes time to be helpful and constructive to others.	Works with others to achieve positive outcomes. Understands the bigger picture and develops strong relationships inside and outside the organisation. Uses persuasion to influence others.	Looks at how services can be improved long-term. Looks across the system for solutions. Adjusts behaviour and approach according to the audience to achieve best results.	Actively works with partners to design, monitor and influence the future direction of services. Has a positive influence across the system.	Seeks personal kudos and recognition alone rather than achieving goals for the greater good.
Personal Integrity and Role Modelling	Creating a positive environment by demonstrating a sense of commitment to openness, honesty, and high standards. Involves the team in celebrating success.	Shows commitment to the 4 'C's – Care & Respect, Can Do Attitude, Collaboration and Customer Focus. Recognises the importance of support and loyalty to colleagues and the organisation.	Behaves consistently with own values and beliefs. Delivers on what is promised or is open about own short-comings. Promotes the organisational and service values.	Cuts through ambiguity and provides clear communication. Expects and encourages others to be equally clear and concise. Uses plain English.	Stands up for what is right in terms of leading and developing services. Acts as a role model. Demonstrates listening skills and acts on feedback. Consciously considers their own personal behaviours and the impact on others. Is visible across all areas of responsibility.	Creates a culture of openness and professional curiosity embracing research and exploration of different cultures concepts and ideas. Is visibly positive in their approach. Promotes and shares the success of the team at all levels.	Responds to pressure by not standing up for own values and beliefs. Demonstrates behaviour that is counter to core values of Care & Respect, Can Do Attitude, Collaboration and Customer Focus. Rules by fear.

			Grades 17-14	Grades 13 - 10	Grades 9 - 7	Grades 6 - 1	
Overall heading	Descriptor	Features	Level 1	Level 2	Level 3	Level 4	Development Indicators
AMBITIOUS							
Seizing the future	Being prepared to take action now to shape and implement a vision for the future development of services. Taking the time to gather information from a wide range of sources.	Makes the most of current opportunities to bring about improvement. Understands the likely direction of change to help shape and implement the culture of the service and organisation. Is prepared to embrace transformational change. Makes it a priority to know about how services are being delivered and what the experience of the community could be.	Reacts to current issues and problems and does so decisively. Makes time to discuss any issues. Checks what is happening, asking others for feedback.	Anticipates issues and takes action to avoid them. Makes the most of any opportunities to make improvements. Is curious to find out more about what is actually happening. Uses local networks and data to get more information to benchmark services.	Takes action to make service improvements. Keeps in touch, through wider networks internally and externally. Keeps up-to-date with developments in the public and private sectors through active involvement in regional and national networks. Uses data to inform actions and service planning.	Sees opportunities and links that others may struggle to see; acts on these positively with the team. Generates, tests and implements a range of innovative approaches. Understands the broader trends in improvement and service delivery. Think and acts with long term perspective.	Does not think about the consequences of actions for the future. Struggles to balance present and operational detail with longer term view. Resists new ideas and approaches. Misses important developments within the council, locally or nationally.
	Intellectual	Embracing and managing ambiguity and complexity. Being open to creativity when leading and developing services.	Responding to fresh insights and perspectives from a range of sources, both internal and external. Understanding that change may have to be radical to achieve improvement.	Is open to new information and diverse views, able to modify own thinking, to take account of new points of view.	Makes sense of a variety of information, both detailed and big-picture, to see patterns and trends. Is able to use theoretical and practical	Comes up with new and exciting ways of explaining something complex so that others can engage with it. Encourages others to be innovative, in finding ways of	Constantly looks for new ideas and ways of improving services, considering different opinions and challenging self. Can convey thinking clearly in

			Grades 17-14	Grades 13 - 10	Grades 9 - 7	Grades 6 - 1	
Overall heading	Descriptor	Features	Level 1	Level 2	Level 3	Level 4	Development Indicators
y		Acknowledging innovative thinking and encouraging creativity and experimentation.		examples to develop services.	developing service improvements.	different settings.	standard", sources.
Understanding the business	Showing an ability to understand the nature of our business. Recognises the diverse interests that we work with and the dynamics between them, to lead Council services more effectively.	Understanding the culture in the Council and in the wider environment. Knowing who the key influencers are - both internally and externally - and how to involve them when needed. Understanding strategy and policy at a national and local level and being able to plan a way ahead.	Identifies key people who can help to influence or get things done. Uses own networks to gain information or communicate.	Understands the culture and how things are done. Uses this understanding and works with networks to manage change and bring about service improvements.	Understands the governance and complex relationships that make up the decision-making processes of the Council. Identifies the relevant interest groups, networks and groupings, and uses this understanding to get things done. Actively builds and develops own networks.	Understands the underlying social, political and historical factors that shape local and national realities. Uses this understanding to get things done. Knows who the key influencers are and how to go about involving them to shape and deliver change.	Does not tune in to what is going on across the Council and its environment. Only relies on formal processes and structures therefore does not understand or work with informal networks.
	Displaying a strong commitment to making service performance improvements and a determination to achieve	Setting ambitious targets and taking calculated risks – all with the aim of delivering added value. Focusing on what really makes a difference, rather than being constrained by	Takes actions that lead to the delivery of targets. Shows determination to meet the objectives set by others. Keeps track of outcomes	Takes actions that lead to service improvements. Encourages others to find ways of delivering services that will	Sets self and others ambitious goals. Takes the necessary actions to meet these goals. Identifies measures to track achievement. Overcomes	Aligns resources to achieve goals influencing others to obtain additional resources if required. Addresses poor performance and removes obstacles.	Spreads efforts too thinly and dilutes own, and others', impact by focusing on too many or the wrong priorities. Fire-fights and doesn't apply learning from past

			Grades 17-14	Grades 13 - 10	Grades 9 - 7	Grades 6 - 1	
Overall heading	Descriptor	Features	Level 1	Level 2	Level 3	Level 4	Development Indicators
	positive outcomes.	methods which were used in the past. Seeking out opportunities to improve delivery of service through partnership and new ways of working.	to identify future actions.	better serve the needs of customers while meeting objectives.	obstacles and uses failure as an opportunity to learn. Supports the team to achieve and celebrate.	Critically reflects on outcomes to further improve. Creates a culture that celebrates successes openly.	situations.

IMPROVE

Leading change through people

<p>Communicating the vision and reasons for change. Engaging and facilitating others to work collaboratively</p>	<p>Gaining the support of others by ensuring that you understand the reasons behind the change. Encouraging others, especially frontline staff to find new ways of delivering and developing services and to take the lead in implementing change. Demonstrating a non-hierarchical, democratic leadership style which is underpinned by the 4 'C's. Helping to unblock obstacles, identifying and securing resources, and taking care of teams and the individuals within them.</p>	<p>Engages in regular communications (e.g. through team meetings, newsletters, emails, presentations) and makes sure they are up-to-date with what is happening. Understands the reasons behind decisions. Listens to colleagues and takes action on information gained.</p>	<p>Secures the support or development that is needed for the benefit of both individuals and the team. Communicates effectively by providing the right resource or information.</p>	<p>Creates the conditions that enable a team to perform at its best – provides the right structure and gets the right people doing the right things. Gets input from others with the intent of promoting the effectiveness of the group or process. Acts to build team spirit so as to promote team effectiveness. Empowers the team to achieve further improvements.</p>	<p>Communicates the vision and brings it alive. Gives people a sense that change is achievable and that their contribution matters. Explains the rationale for changes and key service priorities. Creates momentum and excitement about what needs to be done. Uses a range of approaches to ensure that all staff can help to bring about positive change.</p>	<p>Is unable to provide clarity and direction or to lead others to achieve a vision. Does not step up to the leadership role - passes the buck. Leads through fear of punishment or embarrassment. Uses power or status inappropriately.</p>
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Holding to account	Holds self and others to account for agreed targets & budgets and is accountable for delivering a high level of service.	Setting and accepting clear targets and standards for performance and behaviours. Ensuring processes are in place to support colleagues to achieve these standards. Insisting upon improved performance if standards are slipping. Creating a climate of support and accountability, rather than a climate of blame.	Questions when things don't seem right and is able to raise concerns. Is supportive rather than being part of a blame culture.	Ensures that processes are in place to support individuals in achieving standards and to learn from mistakes. Prepared to be held accountable for own agreed goals.	Holds others directly accountable for delivering what has been agreed, both within and outside of the organisation. Intervenes swiftly and consistently when performance is slipping. Challenges and confronts conflict, especially where this is impacting on service delivery and standards and contributes to brokering agreement.	Sets plans and strategies, following consultation and involvement from others. Able to lead and delegate where appropriate, holding self and others to account. Seeks resolution through partnership working.	Does not identify and address performance issues. Challenges people about their performance inappropriately and/or inconsistently. Places blame and provides no support for mistakes.
Empower individuals	Allows others to contribute and shares leadership. Nurtures capability and long-term development.	Allowing others to take the lead on particular issues and to grow in confidence and ability. Identifying potential and supporting the development of people across the organisation. Taking personal responsibility for ensuring that diversity is respected and that there is genuine equality of opportunity.	Provides help and support. Gets involved in team development. Understands the importance of diversity and its role in developing services.	Offers encouragement and makes themselves available for support, especially when others have experienced a setback. Learns from mistakes. Engages with stakeholders and customers as a	Allows others to take the lead and the credit by stepping to one side. Allows freedom with accountability. Promotes the role of stakeholders and customers in shaping services and influencing decisions about services.	Coaches others, challenging and asking questions to help them work out the answers for themselves. Provides space for others to be creative and to take risks so that they can develop their own skills and approaches. Develops	Takes over and dominates proceedings. Does not make space for others to contribute or grow.

		Supporting the development of others across the community. Engaging and involving residents in service improvement.		way of learning.		constructive relationships with colleagues, customers and stakeholders, which focus on their true involvement in service decision-making.	
Working effectively with others	Demonstrating commitment to working and engaging constructively with internal and external stakeholders.	Ensuring that the planning, development and provision of services are joined-up. Understanding and being sensitive to diverse viewpoints. Creates the conditions for successful partnership working.	Expresses positive expectations of internal and external stakeholders. Acknowledges and respects others' diverse perspectives.	Shares information with others when appropriate. Summarises progress, taking account of differing viewpoints, to clarify understanding and to establish common ground. Acknowledges conflict and supports resolution of this conflict.	Maintains positive expectations of other stakeholders, even when provoked, and strives to create the conditions for successful partnership working. Responds appropriately to the changes in the status or circumstances of others. Develops strategy for service improvement in a joined-up manner.	Takes a leadership role in partnership working and works across organisations to create the best outcomes. Is an ambassador for SCC.	Does not involve others or share information, successes or lessons learned. Works in a silo and is comfortable working in a silo. Comfortable with current position and responsibilities and doesn't look to grow self or encourage others to grow. Doesn't take a leadership role in areas outside own comfort zone

Appendix 3 – Salary Benchmarking

The following is taken from a benchmarking report on director salaries, which was completed in May 2019.

Director of Adults & Health

- There does appear to be a shortage of Directors of Adults’ Services, nationally, however development programmes for aspiring directors will see more talent coming through.
- Stephen Chandler is paid £124,860 (*nb based on 2018 pay data*), against a national average of £126,705. The average for shires is £130,587.

