

Public Agenda Pack



Notice of Meeting of

APPOINTMENTS COMMITTEE

Wednesday, 27 March 2024 at 5.00 pm

**John Meikle Room, The Deane House, Belvedere
Road, Taunton TA1 1HE**

To: The members of the Appointments Committee

Councillor Sue Osbourne, Councillor Bill Revans, Councillor Sarah Wakefield.

For further information about the meeting, including how to join the meeting virtually, please contact .

All members of the public are welcome to attend our meetings and ask questions or make a statement **by giving advance notice** in writing or by e-mail to the Monitoring Officer at email: democraticservicsteam@somerset.gov.uk by **5pm on Thursday, 21 March 2024**.

This meeting will be open to the public and press, subject to the passing of any resolution under the Local Government Act 1972, Schedule 12A: Access to Information.

The meeting will be webcast and an audio recording made.

Issued by (the Proper Officer) on Monday 18 March 2024.

AGENDA

Appointments Committee - 5.00 pm Wednesday, 27 March 2024

Public Guidance Notes

5 - 6

1 Appointment of a Chair for the meeting

To appoint a Chair from the elected members of the Committee.

2 Apologies

To receive any apologies.

3 Declaration of Interests

To receive and note any declarations of interests in respect of any matters included on the agenda for consideration at this meeting.

(The other registrable interests of Councillors of Somerset Council, arising from membership of City, Town or Parish Councils and other Local Authorities will automatically be recorded in the minutes: [City, Town & Parish Twin Hatters - Somerset Councillors 2023](#))

4 Public Question Time

The Chair will allow members of the public to ask any questions or make a statement about the matters on the agenda for the meeting.

5 Exclusion of the press and public

The committee are requested to consider and agree a resolution under Schedule 12A of the Local Government Act 1972 that the press and public be excluded during the remainder of the meeting on the basis that if they were present during the business to be transacted there would be a likelihood of disclosure to them of exempt information of the following description:

- Information relating to any individual
- Information which is likely to reveal the identity of any individual

6 To Appoint a Service Director - Adults Commissioning (Pages 7 - 16)

To consider the recommendations of the Appointments Panel.

7 Minutes of the meeting

To authorise the Chair of the meeting to agree the accuracy and sign the minutes as a correct record following circulation to the members of the Committee.

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Guidance notes for the meeting

Council Public Meetings

The legislation that governs Council meetings requires that committee meetings are held face-to-face. The requirement is for members of the committee and key supporting officers (report authors and statutory officers) to attend in person, along with some provision for any public speakers. Provision will be made wherever possible for those who do not need to attend in person including the public and press who wish to view the meeting to be able to do so virtually.

Inspection of Papers

Any person wishing to inspect minutes, reports, or the background papers for any item on the agenda should contact Democratic Services at democraticserviceteam@somerset.gov.uk or telephone 01823 357628.

They can also be accessed via the council's website on [Committee structure - Modern Council \(somerset.gov.uk\)](#)

Members' Code of Conduct requirements

When considering the declaration of interests and their actions as a councillor, Members are reminded of the requirements of the Members' Code of Conduct and the underpinning Principles of Public Life: Honesty; Integrity; Selflessness; Objectivity; Accountability; Openness; Leadership. The Code of Conduct can be viewed at: [Code of Conduct](#)

Minutes of the Meeting

Details of the issues discussed, and recommendations made at the meeting will be set out in the minutes, which the Committee will be asked to approve as a correct record at its next meeting.

Public Question Time

If you wish to speak or ask a question about any matter on the Committee's agenda please contact Democratic Services by 5pm providing 3 clear working days before the meeting. (for example, for a meeting being held on a Wednesday, the deadline will be 5pm on the Thursday prior to the meeting) Email democraticserviceteam@somerset.gov.uk or telephone 01823 357628.

Members of public wishing to speak or ask a question will need to attend in person or if unable can submit their question or statement in writing for an officer to read out, or alternatively can attend the meeting online.

A 20-minute time slot for Public Question Time is set aside near the beginning of the meeting, after the minutes of the previous meeting have been agreed. Each speaker will have 3 minutes to address the committee.

You must direct your questions and comments through the Chair. You may not take a direct part in the debate. The Chair will decide when public participation is to finish. If an item on the agenda is contentious, with many people wishing to attend the meeting, a representative should be nominated to present the views of a group.

Meeting Etiquette for participants

Only speak when invited to do so by the Chair.

Mute your microphone when you are not talking.

Switch off video if you are not speaking.

Speak clearly (if you are not using video then please state your name)

If you're referring to a specific page, mention the page number.

There is a facility in Microsoft Teams under the ellipsis button called turn on live captions which provides subtitles on the screen.

Exclusion of Press & Public

If when considering an item on the agenda, the Committee may consider it appropriate to pass a resolution under Section 100A (4) Schedule 12A of the Local Government Act 1972 that the press and public be excluded from the meeting on the basis that if they were present during the business to be transacted there would be a likelihood of disclosure of exempt information, as defined under the terms of the Act.

If there are members of the public and press listening to the open part of the meeting, then the Democratic Services Officer will, at the appropriate time, ask participants to leave the meeting when any exempt or confidential information is about to be discussed.

Recording of meetings

The Council supports the principles of openness and transparency. It allows filming, recording, and taking photographs at its meetings that are open to the public - providing this is done in a non-disruptive manner. Members of the public may use Facebook and Twitter or other forms of social media to report on proceedings. No filming or recording may take place when the press and public are excluded for that part of the meeting.

Somerset Council

Appointments Committee Briefing Report

27 March 2024

Recruitment to the post of Service Director Adults Commissioning, Innovation and Partnerships

1. Introduction

1.1. This report outlines the process to appoint a permanent Service Director Adults Commissioning, Innovation and Partnerships for Somerset Council. The report presents constitutional and process considerations as well as salary for the role.

1.2. The previous permanent Service Director of Adult Commissioning left the Council at the end of March 2023. Having obtained the agreement from the Leader of the Council and following consultation with the Service Lead, the Chief Executive confirmed an internal temporary acting up arrangement until 31 March 2024, under the decision-making powers delegated to him as Head of Paid Services outlined in the Council's Constitution.

1.3. The financial and social care challenges facing Somerset Council remain significant and with Care Quality Commission (CQC) inspections being rolled out from early 2024 it is vital that we create stability in the senior leadership team in Adult Services by filling this post permanently. This Service Director role is a key part of the Corporate Leadership Team and instrumental in helping to create and maintain a financially sustainable council. The post also includes delegated functions that are required of the statutory chief officer post for Adult Services. Focusing on commissioning all adult services including learning & disability services and mental health commissioning, joint commissioning including management of the integration and better care fund, facilitate commissioning strategy implementation, market development and innovation linked to community neighbourhoods.

2. Constitutional Requirements (Part I5)

2.1. To be considered lawful and to avoid potential future challenge, appointments to Senior Leadership Team (now known as the Corporate Leadership Team) posts must be conducted in accordance with the following requirements set out in the Council's constitution:

The Appointments Panel (I5 paragraph 2.2)

The post of Service Director Adults Commissioning, Innovation and Partnerships requires the constitution of an Appointments Panel. The panel will consist of the Leader, the Opposition Leader, and Deputy Leader of the

Council (or their nominated representatives) plus the relevant Lead Member as consultee.

The role of the panel is to:

- review the job description, terms and conditions of employment relating to the post and where appropriate make recommendations for any changes,
- decide the appointments process or other course of action; and
- appoint the Appointments Committee to undertake the appointments process.

The Appointments Committee (I5 paragraph 2.3)

The Appointments Panel agrees the process to appoint to the role and then proposes the membership of the Appointments Committee. The constitution specifies the Committee comprises a maximum of 5 Members including:

- the Leader of the Council (or their nominated representative),
- the Leader of the largest Opposition Group (or their nominated representative); and
- up to 3 other Members of the Council selected in accordance with the rules of political proportionality and including the relevant Lead Member.

Notes:

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

2.2 The role of the Appointments Committee is to run the process. This will include interviewing all short-listed candidates; and either appointing a suitable candidate to the post; or following any other course of action decided upon by the Appointments Panel (I5 paragraph 2.4).

2.3 The Appointments Committee should note that an offer of appointment can only be made if no justifiable objection has been made by the Lead member/Executive (I5 paragraph 2.5).

3. Agreed Appointment Process and Timelines

3.1. On 4 March 2024, the Appointments Panel agreed the process for this appointment and confirmed the following politically balanced membership of the Appointment Committee:

- Leader of the Council,
- Opposition Lead Member for Adult Services
- Lead Member for Adult Services

Supported by Executive Director Adult Services and Lead Commissioner Adults & Health and HR Business Partner.

3.2. The Appointments Panel decided to advertise the role internally in the first instance and to advertise externally if an internal appointment cannot be made. The agreed process and associated timeframes are outlined below:

- W/c 26 February 2024: Papers finalised,
- W/c 4 March 2024: Papers circulated to virtual Appointments Panel /report signed off. Internal advert placed (open for 2 weeks)
- 20 March 2024: Advert closes.
- 21 March 2024: shortlisting takes place, successful applicants invited to interview,
- 27 March 2024: Interviews to take place and Appointments' Committee meet in person at the end of the interviews.

4. Job Assignment

The job assignment for the post is shown in Appendix 1.

5. Salary, terms and conditions of the post

5.1. This post is a Service Director post for Somerset Council and has been evaluated at SD2 with a salary range of £110-£115k via a spot point (inclusive of 2023/24 pay award). This Salary appointment is in accordance with the Councils Pay Policy Statement.

5.2 The Appointments Committee may, if it wishes to vary the terms and conditions or the salary already agreed for a specific post, make an ask of the Appointments Panel to review the salary, terms and conditions of employment relating to the post. Any proposal from the Appointments Panel to review the salary, terms and conditions of employment relating to the post will be subject to the approval of the Chief Executive having obtained the agreement of the Leader of the Council.

Author: Strategic Manager HR Business Partner Adults.

Appendix 1: Job Assignment

SOMERSET COUNCIL

Role title	Service Director – Adults Commissioning, Innovation and Partnerships
Directorate	Adult Services
Reporting to	Executive Director Adult Services and Lead Commissioner Adults & Health
Grade	SD2
Evaluation ref	
Role purpose	
<p>Lead, direct and manage adult's commissioning services, providing creative ideas and insights, and applying functional expertise to support the development of a long term (5-10 year) programme of improvement and development for the services managed.</p> <p>Develop and influence an effective Somerset care market, that can meet demand, which promotes independence, innovation and creativity for Somerset commissioned services and private sector.</p> <p>Provides expertise and inspirational leadership to commission and deliver the Council's priorities & strategic goals for adult services.</p> <p>Leads on areas of strategic development and leadership to drive the council's vision and ambition that adults' aspirations are achieved. Works with key partners to develop and support effective strategic joint commissioning.</p> <p>Leads the system of partners, providers, and communities to improve care and support prevention for adults, with influence over health and children service approaches to manage demand.</p> <p>Influences and leads the system of health commissioning and service design for Adults through NHS governance and delivery.</p> <p>Ensures the Council meets statutory obligations in relation to Adult's Commissioning alongside delivery of high-quality strategic aims and adopting latest national best practice.</p> <p>Accountable for the performance of all adult Commissioning service teams by ensuring services support delivery of the strategic aims of the directorate and council.</p>	
Key results area	Accountability
Service Director Responsibilities	<p>Provide clear leadership to deliver the Council's strategic priorities and meet the Council's financial targets, as a member of the Council's Senior Leadership Team.</p> <p>Advise & guide Elected Members in respect of planning, operational and policy issues in relation to the Adult's Commissioning Services.</p> <p>Lead Strategic Adult's Commissioning Services with a clear identity in terms of its flexible and responsive ways of</p>

	<p>working, inclusive and diverse culture, and high level of employee engagement and wellbeing.</p> <p>Develop, lead and engage in strategic partnerships and promote and communicate the Council's services.</p> <p>Function as an ambassador for the Council, promoting both internally and externally, the Council's vision, strategic aims, and values.</p> <p>Value the diversity of Somerset's communities ensuring equality of access and treatment in service delivery and employment.</p> <p>Function as a role model for Somerset's vision and values.</p> <p>Promotes a culture of continuous improvement that encourages creativity and innovation to ensure services are efficient and responsive to local needs.</p> <p>Develop the potential and flexibility across the Council and its workforce including the motivation and development of employees within the Adult's Commissioning teams.</p> <p>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.</p> <p>Drives the delivery of the Councils' key strategic aims and objectives ensuring understanding and commitment from managers and staff from across the Adult's Commissioning service.</p> <p>Ensure that the Council can meet new challenges and initiatives by keeping abreast of challenges and opportunities facing public services, taking proactive steps to exert influence across the broad range of policy makers, public bodies, and suppliers.</p> <p>Support Corporate and Directorate specific transformational change programmes with the aim of maximising efficiency, modernising services, and achieving better outcomes and opportunities for service users and customers.</p> <p>Ensure flexibility in reacting to the needs of the Council, its customers and partners supporting a culture of continuous improvement.</p> <p>Ensure compliance with all relevant legislation, organisational policy, and professional codes of conduct to uphold standards of best practise.</p> <p>Member of the corporate on call roster at strategic level to set strategy and co-ordinate at the tactical level activity when responding to internal and external emergencies/major incidents which may require a response during unsocial hours.</p> <p>Undertake relevant training and exercises commensurate with Strategic Officer responsibilities including but not limited to Multi-agency Gold Incident Commander (MAGIC).</p>
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	<p>Accountable for compliance with all relevant health and safety legislation and Somerset Council H&S policies, ensuring there is effective resourcing and management of operations to deliver this.</p> <p>Ensure that the 'voice' of customer and their carers influences practice, service design and strategy at all levels.</p> <p>.</p> <p>Function as change champion to translate organisational ambitions into real achievements. The role must balance internal and external focus to ensure the economic, social, and environmental wellbeing of the Council.</p> <p>Deputise for the Executive Director for Adult Services.</p>
Strategic Service Delivery	<p>Provide the long term (5-10) year strategic direction for the delivery of innovative, customer focused, cost-effective services which support the overall aims of the Council for:</p> <p style="padding-left: 40px;">Commissioning Partners & Market Development</p> <p>Identify clear objectives for the strategic commissioning activities across Adult Services overseeing the development and performance of plans and ensuring identification and response to major risks.</p> <p>Ensure the effective assessment of options (underpinned by robust data and analysis) for service development and improvement, use appropriate methods of consultation to inform all developments and changes. Ensure compliance with relevant statutory requirements e.g. Care Act 2014, Procurement Act 2024 etc.</p>
Service Development	<p>Develop effective relationships with government departments, regional and local agencies and partners to influence policy, enabling national drivers to be developed and implemented within the local Somerset social care market.</p> <p>Participate in the development and delivery of performance standards and targets with multi agency partners to support the achievement of the Council's ambitions for Somerset.</p> <p>Evaluate legislation changes in-relation to commissioning activities, against existing strategy and ensure changes are reflected in prevailing policy and procedure.</p>
Financial/Budget Management	<p>Oversees all team budgets to ensure they are deployed to achieve value for money, are well monitored and controlled and resources allocated accordingly.</p> <p>Undertake high level negotiations with the Somerset provider market, working with national and regional providers to secure cost efficiency within care delivery.</p>

	Accountable to the Executive Director of Adult Services for financial performance of the Adult Commissioning service, ensuring a balanced budget and meeting any efficiency targets agreed.
Performance Frameworks	<p>Ensure effective processes and channels are in place for feedback from users, communities, partners, and providers, encouraging co-production wherever possible.</p> <p>Ensure the effectiveness of service performance in terms of achieving the purpose and outcomes as defined and contributing to wider council priorities.</p> <p>Ensure effective measures are in place to monitor and evaluate demand and supplier performance against contract requirements and to initiate and manage actions for service improvement and intervention where appropriate.</p> <p>Evaluate changes in legislation, policy and needs against the existing strategy.</p> <p>Develop and determine the quality, performance, and sustainability of all activities within the commissioning cycle.</p> <p>As part of the commissioning cycle, review performance outcomes and adults, carers and families' experiences and views to make sure services are relevant, effective and make a difference to their lives. Ensure services reflect the interests of adults, carers, and their families across Somerset.</p> <p>Review, challenge the determination and use of management information and associated systems to ensure best practice, value for money and the operation of most effective delivery models across the service.</p>
Team Management	Deliver effective leadership and management of all staff employed across the service motivating and providing development opportunities for employees to ensure the delivery of current and future service commitments.
Stakeholder engagement	<p>Function as the Council's Subject Matter Expert on all Adult's Commissioning matters, demonstrating a high-level grasp of the issues affecting the delivery of services and the way in which these are being addressed to assure the County Councils, elected members, partners, Care Quality Commission, colleagues, and staff how these are being tackled.</p> <p>Ensure regular updates and engagement with elected members, government departments, inspectorates, partner organisations, regional and national bodies, stakeholders, Local Community Networks, town / parish / city councils, the voluntary and community sector and other directors across the Council to improve outcomes.</p> <p>Provides technical advice and support to the Council on all issues relating to the area of control.</p>
Dimensions of role	

<p>There are three direct reports: Strategic Managers - Commissioning x 3</p> <p>Strategic oversight of approx. £185 million budget spend per annum across Adult Services. Leadership and management of a service of employees.</p> <p>Promote equality, diversity and respect to customers, clients and other members of staff regardless of gender, age, ethnic origin, disability, sexual orientation or religion.</p>	
<p>Qualification/Knowledge / skills / experience</p>	
<p>Qualifications Relevant degree or professional qualification or relevant professional experience. Essential Evidence of work related continuing managerial and professional development. Essential</p> <p>Knowledge Extensive and comprehensive knowledge and understanding of the national policy context, regulatory environment, financial legislation, and major issues facing the functional area. Essential Extensive commissioning leadership experience which is characterised by innovation and incremental improvements for adults, informal carers and support networks. Essential</p> <p>Experience Demonstrable experience of relationship-based partnership working (especially with the NHS) including the ability to influence and, where appropriate, lead multi-agency groups and projects to deliver services and initiatives. Desirable Demonstrable experience of engagement with adult services which has resulted in change and improvement of services Desirable Substantial experience of commissioning services Essential Substantial leadership and managerial experience and skills gained at a senior level. Essential Demonstrable experience of partnership working, including the ability to influence and lead corporate and multi-agency projects and initiatives effectively. Essential</p> <p>Skills Proven ability to think innovatively and conceptually and deliver against this. Essential</p>	
<p>Notes</p>	
<p>Competencies / attributes</p>	<p>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. Innovative and creative approach to change.</p>

	<p>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.</p>
Working conditions:	<p>Hybrid Working. Offices across the County</p>
Working arrangements:	<p>Ability to travel across the County. Availability to work as necessary outside of office hours.</p>

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