

## **Recruitment to the post of Service Director Adults Operations**

### **1. Introduction**

- 1.1.** This report outlines the process to appoint a permanent Service Director Adults Operations 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 Operations left the Council at the end of June 2023. Following an internal ring-fenced recruitment process within the Council this post is being covered on a temporary acting up basis until 16 February 2024.
- 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 such as ensuring sufficiency of skilled and trained staff to provide quality Care Act compliant assessments and reviews and ensuring services meet the Care Act 2014, Mental Health Act 2017, Mental Capacity Act 2007 and other legal, professional and practice frameworks and requirements including the Health and Social Care (National Data Guardian) Act 2018.

## **2. Constitutional Requirements (Part I5)**

The requirements for appointing to the Senior Leadership Team (now known as the Corporate Leadership Team) posts must be conducted in accordance with relevant local government requirements, to be considered lawful and to avoid potential future challenge. The requirements are set out in the constitution of Somerset Council, as follows:

### **2.1. The Appointments Panel**

The post of Service Director Adults Operations 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.

### **2.2 The Appointments Committee**

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

The role of the Appointments Committee is to run the process. This will include interviewing all short-listed candidates; and either appoint a suitable candidate to the post; or follow any other course of action decided upon by the Appointments Panel.

## **Agreed Appointment Process and Timelines**

### **3.0**

The Lead Member for Adult Services and Executive Director Adults Services, Lead Commissioner Adults & Health, circulated a briefing report and business case to the Appointments Panel on 4<sup>th</sup> January 2024. The Appointments Panel has agreed the process to appoint to the role and has confirmed the following politically balanced membership of the Appointments Committee:

### **3.1**

- Leader of the Council (also covering for Lead Member for Adults)

- Associate Lead Member for Commercial Investment and Risk
- Opposition Lead Member for Adult Social Care
- Executive Director Adult Services and Lead Commissioner Adults & Health.
- Supported by HR Business Partner for Adult Social Care

**3.2** It has been agreed by the Appointments Panel that the role is advertised internally across all Somerset Council staff in the first instance. Should an internal appointment not be made, the role will be advertised externally. Outlined below are the elements of the process and associated timeframes:

- W/c 1<sup>st</sup> January 2024: Papers finalised and virtual Appointments Panel held
- W/c 8<sup>th</sup> January 2024: Internal advert placed (open for 2 weeks)
- W/c 22<sup>nd</sup> January 2024: Advert closes.
- 29<sup>th</sup> January 2024: shortlisting takes place, successful applicants invited to interview
- 9<sup>th</sup> February 2024: Interviews to take place and Appointments' Committee meet in person at the end of the interviews.

#### **4. Job Description**

The job description 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).
- 5.2.** It is for the Appointments Panel to review the salary, terms and conditions of employment relating to the post and where appropriate makes recommendations to the Chief Executive for any changes. If the Appointments Committee, during 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 Salary for this appointment is in accordance with the Councils Pay Policy Statement.

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### **Appendix 1 – Job Description**

<b>Role title</b>	Service Director – Adult Social Care, Operations
<b>Directorate</b>	Adults and Health Services
<b>Reporting to</b>	Executive Director Adults Services
<b>Grade</b>	SD2
<b>Evaluation ref</b>	

## **Role Purpose**

- The post holder will be a member of the Adult Services Leadership.
- The post holder will lead the Adult Social Care Operational Teams to ensure effective services and strong practice across the county.
- The post holder will have a lead role in the implementation of standards, including ensuring that all services are delivered in line with relevant legislation and regulations, as well as promoting best practice and continuous improvement.
- The postholder will be the corporate lead for Adult Operational Services ensuring services meet Care Act, Mental Health Act, Mental Capacity Act and other legal, professional and practice frameworks and requirements.
- The postholder will lead the council's work through designated geographical areas within Localities and Neighbourhoods taking responsibility for effective collaborative working with the NHS and other partners.
- The role will require the post holder to work with other Executives and Service Directors, elected members, and other senior colleagues across the council.
- The post holder will have significant autonomy and responsibility when coordinating activities and priorities.
- The post holder will have delegated responsibility from the Executive Director for Adult Services for ensuring sufficiency of skilled and trained staff to provide quality Care Act compliant Assessments and Reviews.
- The post holder will be responsible for the design and development of co-production within Adult Services, ensuring the assessment of outcomes and impact are effectively evaluated.
- Contribute to the strategic direction for Adult Operational Services, and direct service provision to comply with legislation, government guidance and regulations within the appropriate statutory framework.
- Ensure the delivery of effective services within the legislative framework, reflecting and developing national themes to promote independence and maximise opportunities from the local health and social care economy.
- To lead the council's Operational social care teams through Localities and Neighbourhoods, as well as countywide, Safeguarding, MCA and DoLs, Mental Health, Learning Disabilities, Hospital Interface Services and Intermediate Care teams ensuring that they are delivered well to meet financial, quality and performance standards.
- Be responsible for ensuring vulnerable adults in Somerset are safeguarded through robust multi-agency arrangements and that safeguarding frameworks and protocols are adhered to throughout the directorate.

## Corporate Responsibilities

- 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.
- Advise & guide Elected Members in respect of planning, operational and policy issues in relation to the Adults and Health Services teams.
- Lead the Operational Services teams with a clear identity in terms of its flexible and responsive ways of working, inclusive and diverse culture, and high level of employee engagement and wellbeing.
- Engage in strategic partnerships and promote and communicate the Council's services.
  
- Function as an ambassador for the Council promoting, both internally and externally, the Council's vision, strategic aims, and values.
- Value the diversity of Somerset's communities ensuring equality of access and treatment in service delivery and employment.
- Function as a role model for Somerset's vision and values. Promotes a culture of continuous improvement that encourages creativity and innovation to ensure services are efficient and responsive to local needs.
- Develop the potential and flexibility across the Council and its workforce including the motivation and development of employees within the Adults and Health service teams.
- 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.
- Drives the delivery of the Councils' key strategic aims and objectives ensuring understanding and commitment from managers and staff from across the Adults and Health service.
- Ensure that the Council can meet new challenges and initiatives by keeping abreast of challenges and opportunities facing public services, taking initiative-taking steps to exert influence across the broad range of policy makers, public bodies, and suppliers.
- 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.

	<ul style="list-style-type: none"> <li>• Ensure flexibility in reacting to the needs of the Council, its' customers and partners supporting a culture of continuous improvement.</li> <li>• Ensure compliance with all relevant legislation, organisational policy, and professional codes of conduct to uphold standards of best practise.</li> <li>• 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.</li> <li>• Undertake relevant training and exercises commensurate with Strategic Officer responsibilities including but not limited to Multi-agency Gold Incident Commander (MAGIC).</li> <li>• Accountable for compliance with all relevant health and safety legislation and Somerset Council H&amp;S policies, ensuring there is effective resourcing and management of operations to deliver this.</li> </ul> <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><b>Operational Leadership</b></p>	<ul style="list-style-type: none"> <li>• Act as a role model for the leadership behavioural competencies and to promote the culture of performance management and the achievement of targets.</li> <li>• To lead specific countywide programmes as part of the council's change and transformation programmes.</li> <li>• To lead the operational development and delivery of integrated services with the NHS and other council and public services, ensuring that the council's statutory duties are met and delivered within financial, quality and performance standards.</li> <li>• To ensure effective arrangements are in place to prevent, resolve and divert activity where people do not need statutory adult social care services.</li> <li>• To promote independence, wellbeing, and a community assets-based approach to social care practice at all stages in the customer pathway.</li> <li>• To ensure compliance with all statutory social care requirements, including the Care Act, the Mental Health Act and the Mental Capacity Act.</li> <li>• Responsible for the Adult Social Care Learning and Development function to support the practice quality, skills, training and competencies across the Operational Workforce.</li> </ul>

<p><b>Resource Management</b></p>	<ul style="list-style-type: none"> <li>• Be responsible as the budget holder for resources in respect of allocated budgets within the council's Scheme of Delegation of Financial Responsibility.</li> <li>• Account to the Executive Director of Adult Services for financial performance of the Adult Operational services, ensuring a balanced budget and meeting any efficiency targets agreed.</li> <li>• In conjunction with HR business partner ensure the development and delivery of efficient and effective workforce development plans.</li> <li>• The management, performance, development, and recruitment of staff including formally setting objectives and appraising performance.</li> <li>• Take responsibility for own continuing professional development and maintain a portfolio showing evidence of development.</li> </ul>
<p><b>Partnerships</b></p>	<ul style="list-style-type: none"> <li>• To build strong and dynamic relationships and trust with elected members, partners, stakeholders, communities, and external agencies to enhance profile and reputation.</li> <li>• To forge partnerships and work alongside others in the delivery of services that enhance our county and build self-reliance within Somerset's communities.</li> <li>• To understand the needs of communities, and a commitment to delivering outcomes for individuals, families, carers, and stakeholders.</li> <li>• To represent the Directorate at appropriate Regional and National Groups where added value for Somerset Council can be gained by sharing and working collaboratively with others, such as ADASS, Southwest Councils and other Executive Leads.</li> <li>• Deputise for the Executive Director Adult Services and represent the Directorate at policy, operational and co-ordination forums with external agencies and other councils.</li> </ul>
<p><b>Strategic Leadership</b></p>	<ul style="list-style-type: none"> <li>• To deputise for the Executive Director Adult Services and represent the Directorate with external agencies and other council directorates.</li> <li>• Lead the development and implementation of Adult Social Care &amp; Health integrated operating models, working with others in the Corporate senior leadership team, partners and agencies to ensure high quality, person-centred, efficient services are delivered that meet current and future needs.</li> <li>• Supports organisational change by ensuring the appropriate systems and resources are in place and communicating and contributing to change effectively.</li> <li>• To be responsible for the efficient implementation of the decisions and instructions of the Chief</li> </ul>



	<p>Executive, the Executive Director of Adult Services, the council, its Executive and other committees.</p> <ul style="list-style-type: none"> <li>• To carry specific management responsibilities within Adult Services and will be assigned development tasks across Adult Services and the wider council and its partnerships.</li> <li>• Effectively implement national legislation, policies and guidance and council policies, ensuring a strategic approach to social care practice and delivery.</li> <li>• Develop and implement an annual Service Business Plan.</li> <li>• To implement and embed a performance management culture to drive continuous improvement across all internal and external measures and inspection regimes.</li> <li>• To embed a project management culture to ensure change management and service redesign is managed using project management methodology.</li> <li>• To develop and embed approaches to utilise technology to maximum effect.</li> <li>• To be accountable for performance and quality across Adult Operational Services.</li> </ul>
<b>Communication and Influence</b>	<ul style="list-style-type: none"> <li>• Appraise the Executive Director Adult Services and Executive Members of matters arising which are particularly sensitive in nature or are controversial.</li> <li>• To produce timely briefings and reports to a range of stakeholders including the Executive Director Adult Services and Executive Members, senior officers, staff and partner organisations.</li> <li>• To promote the reputation and image of the council positively when responding to complaints or to media queries. This may include responding to matters of a sensitive or controversial nature.</li> <li>• To lead and manage consultation and engagement activities with staff, service users, councillors, Management Board, trade unions, partners, and citizens in accordance with council policy.</li> <li>• Communicate effectively across the council on corporate changes of policy.</li> <li>• Promote and Influence the Health and Social care agenda through participation with System leaders as part of the ICS.</li> <li>• Actively contributes to the Health and Social Care National agenda through Southwest ADASS groups and wider System Leaders round table discussions as part of policy development, funding and best social care practice.</li> </ul>
<b>Systems and Information</b>	<ul style="list-style-type: none"> <li>• The post holder will be required to provide statistical reports to illustrate transformational plans and progress.</li> </ul>

- The ability to analyse complex data and information to inform transformational decision making is a key aspect to this role.
- The post holder must utilise the current business processes in relation to record keeping, financial monitoring and ICT

### Dimensions of role

- There are four direct reports
  - Strategic Manager – Neighbourhoods
  - Strategic Manager – Health Interface Service and Intermediate Care
  - Principal Social Worker and Strategic Manager for Safeguarding, MCA and DoLs
  - Principal Occupational Therapist and Strategic Manager for Prevention.
- Approximately 530 FTE total staffing with a budget of £18.5m
- Support the management of a £187m budget across Adults Services.
- Promote equality, diversity and respect to customers, clients and other members of staff regardless of gender, age, ethnic origin, disability, sexual orientation or religion

### Qualification/ Knowledge / skills / experience

#### Qualifications:

- Educated to degree level with a relevant professional qualification, such as Social Work England or Allied Health Professionals. **Essential**
- Evidence of work related continuing professional development. **Essential**

#### Experience and Knowledge

- Substantial experience of delivering an integrated whole systems approach for Adult Social Care. **Essential**
- Able to establish strong positive relationships across partner and other external organisations that command professional confidence and enable effective delivery of services. **Essential**
- Able to understand strategic issues and set a clear direction, goals, and a culture of high aspirations and commitment to the success and priorities of the Adult Social Care Directorate. **Essential**
- Substantial leadership and managerial experience and skills gained at a senior level, including contributing to the corporate management of an organisation. **Essential**
- Track record of promoting, leading, and managing change. **Essential**
- 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. **Essential**
- Track record of operating strategically on corporate projects and policy development. **Essential**
- Demonstrable experience of partnership working, including the ability to influence and lead corporate and multi-agency projects and initiatives effectively. **Essential**
- Demonstrable experience of implementing equality and diversity in employment and service delivery. **Essential**
- In-depth knowledge and understanding of the statutory responsibilities relating to the delivery of adult social services and the promotion of social inclusion and wellbeing. **Essential**

<ul style="list-style-type: none"> <li>• A good knowledge of Commissioning principles, process, and procedures.</li> <li>• 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. <b>Essential</b></li> <li>• Good understanding and ability to drive through effective performance management. <b>Essential</b></li> <li>• Good understanding of the issues surrounding multidisciplinary working. <b>Essential</b></li> <li>• An understanding of and commitment to effective customer and community engagement. <b>Essential</b></li> </ul>	
<b>Notes</b>	
Competencies / attributes	<ul style="list-style-type: none"> <li>• Actively promotes the need for change and acts as a role model for change.</li> <li>• Positive, committed, adaptable, robust and confident approach.</li> <li>• Ability to work under pressure and to motivate others to work quickly, without undue stress, and demonstrate a duty of care.</li> <li>• Committed to diversity in service delivery and employment.</li> <li>• Innovative and creative approach to change.</li> <li>• Customer and communities focussed.</li> <li>• Personal integrity.</li> <li>• Drive and self-motivation – “can do” attitude.</li> <li>• Sound judgement in devising and evaluating options and dealing with complex issues.</li> </ul>
Working conditions:	
Working arrangements:	<p>Ability to travel across the county.</p> <p>Availability to work as necessary outside office hours</p>