

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.

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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>

	<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.</p>
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	<p>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.</p>
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.</p> <p>Personal integrity.</p> <p>Drive and self-motivation – “can do” attitude.</p> <p>Sound judgement in devising and evaluating options and dealing with complex issues.</p>
Working conditions:	<p>Hybrid Working.</p> <p>Offices across the County</p>
Working arrangements:	<p>Ability to travel across the County.</p> <p>Availability to work as necessary outside of office hours.</p>