

EMPLOYMENT COMMITTEE

FRIDAY 6 JULY 2012
9.30 AM

Viersen Room - Town Hall

AGENDA

Page No

1. **Apologies for Absence**
2. **Declarations of Interest**
3. **Exclusion of Press and Public**

In accordance with Standing Orders, Members are asked to determine whether item 4, Interviews for the post of Assistant Director – Care Services Delivery, which contains exempt information relating to individuals as defined by Paragraphs 1, 2 and 3 of Schedule 12A of Part 1 of the Local Government Act 1972, should be exempt and the press and public excluded from the meeting when it is discussed, or whether the public interest in disclosing this information outweighs the public interest in maintaining the exemption.

4. **Interviews for the Post of Assistant Director - Care Services Delivery** 1 - 8

Committee Members:

Councillors: Fitzgerald (Chairman), Holdich (Vice Chairman), Cereste, Lamb, Khan, Swift and Sandford

Substitutes: Councillors: Walsh, Shearman and Fletcher

Further information about this meeting can be obtained from Gemma George on telephone 01733 452268 or by email – gemma.george@peterborough.gov.uk



There is an induction hearing loop system available in all meeting rooms. Some of the systems are infra-red operated, if you wish to use this system then please contact Gemma George on 01733 452268 as soon as possible.

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JOB DESCRIPTION FORM

Job Title: Assistant Director, Care Services Delivery

Job Holder: Vacant

**Reports to:
(Name & Title)** Executive Director, Adult Social Care

1. Job Purpose:

To lead, develop, manage and direct the Care Services Delivery Division of the Adult Social Care Department, ensuring the highest possible quality of service is delivered within the resources available and that all services promote independence, choice and engagement of people with care needs within their communities.

2. Dimensions:

Area of responsibility:

Responsibility for all staff within social care delivery teams including assessment and care management for older people, people with physical disabilities and sensory impairments and people with long term health conditions. Responsible for the integrated health and social care learning disabilities service.

Responsible for specialist teams working in close partnership with Health teams, including the hospital Transfer of Care team, Intermediate Care and the Occupational Therapy service.

Responsible for a range of direct social care provision including a reablement service, day centres and residential establishments.

Financial responsibility:

Directly responsible for a budget in the region of £25m

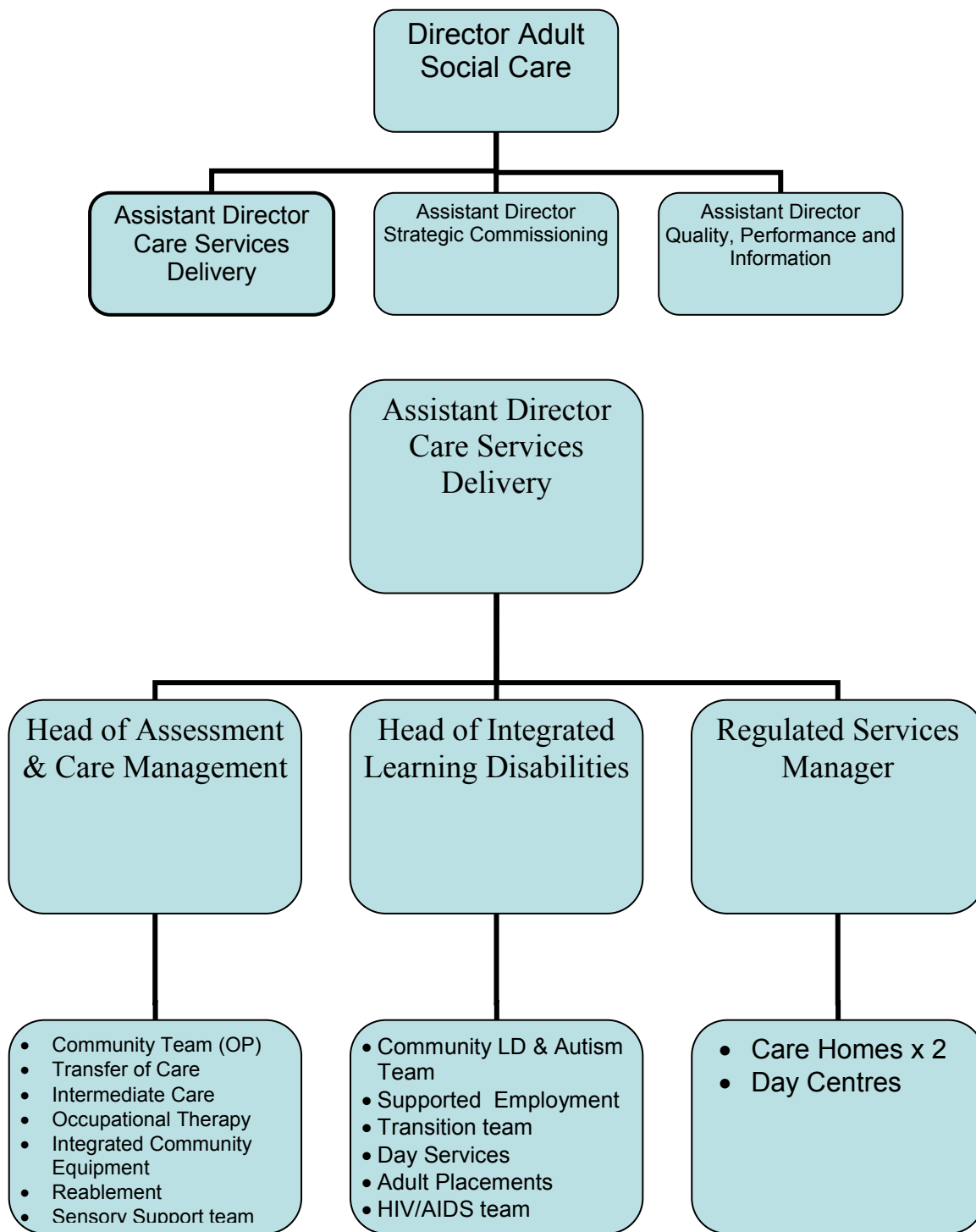
Staff:

Responsible for 3 direct reports and approximately 375 staff.

Staff are located both in the Town Hall and at various sites across the City including co-located with NHS staff.

3. Organisation:

The post is situated at second tier within a statutory Adult Social Care Department and is responsible for providing professional leadership and management of the social work and care management functions within the department.



4. **Principal Accountabilities / Responsibilities:**

- To lead, direct and manage social work and care management services for adults and older people ensuring that high standards are maintained and assessments, care planning and reviews are undertaken in a timely fashion.
- To lead, direct and manage the integrated Learning Disability Service ensuring that in addition to meeting the statutory social care requirements that the health elements of the service are delivered to the highest clinical standards in line with the Section 75 agreement and specification.
- To lead, direct and manage a range of direct care services including day centres, residential care homes, and domiciliary services including reablement, ensuring all regulated services remain fully compliant with CQC standards, health and safety requirements and good practice guidance.
- To lead, direct and manage the occupational therapy service, ensuring that it maintains close working with health and develops an increasingly integrated relationship with care management and reablement to maximise the independence of people with social care needs.
- To ensure that adult safeguarding is delivered effectively by social work and care management staff throughout the division, and that lead practitioners are identified in all front line teams with a specific safeguarding remit.
- To maintain and further develop interagency working arrangements at an operational level with the NHS (acute and community health trusts and primary care), independent and third sector agencies.
- Working with other Assistant Directors across the department to assist in the development and delivery of Adult Social care strategic priorities.
- To strengthen joint working with Children's Services particularly in relation to planning for the transition to adulthood of young people with learning and or physical disabilities.
- To manage the allocated budget for the division, ensuring that expenditure remains at all times within allocated levels and that corrective action is instigated where in-year variations are occurring.
- To develop and implement effective devolved budget responsibility aimed at ensuring that team and service managers are fully accountable for their budget and service activity.
- Contributing to the annual budget setting process, identifying areas where efficiencies and savings can be achieved as well as areas for potential future investment.

5. Job Knowledge, Skills & Experience

- Educated to degree level with a professional social work qualification (or alternatively a professional health or care professional qualification – Occupational Therapy, Nursing with appropriate evidence of experience of delivering and managing adult social care services)
- Substantial experience of managing at service manager (3rd tier) or above in a relevant service context.
- Extensive management experience and a track record of consistent achievement within a professional health or social care organisation, including evidence of effective performance management and development of professional standards and accountability.
- Experience of working in partnership across organisational boundaries, including between NHS trusts (acute, specialist and community) and social care and of delivering services through joint working or integrated teams.
- A thorough understanding of the legislative, policy and regulatory regimes affecting the delivery of social care and a familiarity with the broader legislative arrangements governing the NHS in particular where this interfaces with social care.
- A thorough understanding and commitment to the principles of personalisation and choice in adult social care and of delivering changes in services and the customer journeys to support personalisation.
- Experience of designing and leading change within adult social care or a related field with evidence of developing a positive culture within teams.
- Excellent interpersonal skills with an ability to relate in a range of settings to a wide range of audiences in a manner that inspires respect, trust and confidence with evidence of highly developed negotiating, networking, advocacy, oral, written and presentation skills.
- High motivation and personal drive, resilience and demonstrably highly developed emotional intelligence and self awareness.
- The ability to think conceptually, strategically and systematically to solve problems and focus on delivering outcomes.
- The ability to act decisively within the context of an ability to accurately analyse risks and benefits of different course of action.
- A demonstrable commitment to and understanding of diversity and its importance in managing staff, and in shaping outcomes for service users.

6 Job Context:

The Department consists of around 500 staff, the majority of whom are within the Care Services Delivery Division responsible for delivering the professional assessment and care management functions, together with the delivery of a range of direct care services.

There is a strong commitment to maintaining and extending where appropriate joint working across health and social care boundaries and there are many examples of partnership working with NHS teams.

The Department has been established as a commissioning organisation with the professional social work and care management staff being considered as front line commissioners of care, working in partnership with service users/citizens. The Division works closely with the Strategic Commissioning Division to ensure that the market is developed and services commissioned in line with evidence of need from front line professionals.

There has been a history of overspending under previous management arrangements which has exceeded expectations arising from demographic trends and a particular focus on achieving value for money and in ensuring that service offers reflect both need and available resources.

Nature of Role:

Responsible for leading and managing one of the two major divisions within the Department and ensuring that there is effective interaction and shared objectives between it and Strategic Commissioning.

Responsible for the professional standards of the front line social work, care management and occupational therapy services and for ensuring that services are responsive to needs.

Responsible for managing those services through a tier of directly reporting Service Managers, for setting their annual objectives, conducting regular supervision and developing a devolved and empowered model of service and financial accountability with those managers.

7. Job Challenges:

The transfer of Adult Social Care to the Council provides both challenges and opportunities particularly at a time of considerable financial constraint.

The service has a number of areas of strength but many areas where performance is not as strong or as consistent as it should be.

The challenges over the coming period include:

- Delivering improved performance in core functions – waiting times for assessments, completion of care plans and reviews
- Improving Personalisation and Choice outcomes including increasing take-up of reablement, direct payments and self-directed support.
- Delivering cost reductions through more effective support planning and reviews
- Focusing on historic over-reliance on out of area residential care and the returning of people with learning disabilities from out of area placements closer to their home communities.
- Leading organisational change within the division and embedding new culture and practices across the workforce
- Supporting staff to embrace modern business practices including ensuring full advantage is taken from the implementation of a new Social Care Information System.
- Maintaining integrated approaches to delivering services with NHS teams where these can be evidenced as delivering better outcomes and provide value for money.

8 Key Relationships:

Line Manager: Director of Adult Social Care

Sets annual objectives within corporate appraisal and development framework (PDR) which includes a 6 monthly review. Regular 1:1 meetings on a monthly basis. Member of Departmental Management Team which takes place weekly and leading role within Departmental Senior Managers and All Manager forums.

Direct Reports:

Responsible for setting objectives under PDR and for regular supervision and guidance on a monthly basis.

Making appropriate arrangements for divisional managers and staff meetings and for drawing up Divisional and Team Business Plans.

Other contacts:

- Directors, ADs and service heads from across all other Council
- Care Quality Commission inspectors and business managers in relation to regulated services
- Regional and cross-authority working groups with other Council Adult Social Care departments, Department of Health regional officers and NHS personnel and managers.
- Elected members, including Cabinet members, Chair and members of scrutiny committees and with ward members in response to local or constituent issues.
- Chief and senior officers in partner organisations including officers and trustees of voluntary sector organisations.

- Representatives of user groups, relatives, carers and service users.

9. Key Relationships Decision Making Authority:

- Responsible for taking all decisions in relation to the commitment of expenditure on care packages and placements without reference to the Director where these fall within delegation limits.
- Taking professional decisions and instructing direct reports in relation to sensitive professional issues including safeguarding investigations.
- Keeping Director informed of politically sensitive and complex matters relating to the business of the division
- Responsible for financial decision-making in relation to the business of the Divisions within delegated limits and in accordance with corporate standing orders and financial regulations.
- Makes recommendations to the Director of Adult Social care in relation to strategic planning of the division, defining priorities and developing plans in response to those priorities.
- Contributes to the strategic leadership of the department as a member of the Departmental Management group and Senior Managers group.

10. Additional Information:

The role requires flexibility and adaptability.

Its remit and the range of services managed will change over time as:

- a) the department moves towards its ambition of being a commissioning organisation,
- b) new partnerships and ways of working with the NHS emerge,
- c) personalisation choice and control in adult social care change the relationship between formal social care roles and the citizen.

SIGNATURES:

After reviewing the questionnaire sign it to confirm its accuracy

JOB HOLDER: _____ **DATE:** _____

LINE MANAGER: Terry Rich, Executive Director Adult Social Care **DATE:** _____

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