

## **EMPLOYMENT COMMITTEE**

**THURSDAY 19 JANUARY 2012**  
**9.15 AM**

**Forli Room**

### **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 – Strategic Commissioning and Prevention, 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 - Strategic Commissioning and Prevention** **1 - 10**

**Committee Members:**

Councillors: Benton (Chairman), Lamb (Vice Chairman), Fitzgerald, Holdich, Seaton, Swift and Khan

Substitutes: Councillors: Walsh and Miners

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

<b>Department:</b>	Directors	
<b>Division/Section:</b>	Children's Services	
<b>Job Title:</b>	Assistant Director of Strategic Commissioning and Prevention	
<b>Post No:</b>		
<b>Grade:</b>	Hay Scale	
<b>Reports to Post No / Title:</b>	Executive Director of Children's Services 002586	
<b>Line Management responsibility for:</b>	Commissioning of services for children and young people	
<b>CRB Check applicable?</b>	<i>Standard</i> <input type="checkbox"/> <i>Enhanced</i> <input checked="" type="checkbox"/> <i>None</i> <input type="checkbox"/>	
<b>Is post exempt under the Rehabilitation of Offenders Act 1974 in respect of declaration of spent convictions?</b>	<i>Yes</i> <input checked="" type="checkbox"/> <i>No</i> <input type="checkbox"/>	
<b>Organisation Chart:</b>	The role is situated at second tier within a statutory Children's Services Department which is responsible for delivery of integrated specialist and universal services, to children and families.	
<b>Job Purpose:</b>	<p>To be responsible for leading on strategic commissioning, development and delivery of designated services in relation to Children's Services within Peterborough City Council.</p> <p>To be responsible for the commissioning of services from a wide range of providers and to work in close liaison with the PCT and Clinical Commissioning Groups to meet the needs of children and young people.</p> <p>Ensure that the priorities and objectives of the Council, as stated in the relevant mandates are delivered, ensuring the maximum value for money and efficiency across the Council through a robust commissioning framework.</p> <p>Develop the commissioning of services across the Council to ensure a consistent and systematic approach to strategic commissioning by stimulating the market of provision, eliminating duplication, aligning spending to get best value for money and evaluating outcomes to ensure services are effective.</p> <p>Provide the strategic vision, horizon scanning and overview to develop innovative and dynamic solutions delivering high outcomes for children and young people through the effective commissioning of services.</p> <p>Initiate and implement innovation and reform through the development of commissioning and organisational change, building capacity to support excellent outcomes for all children and young people across the Council.</p>	

	<p>Provide expertise of best practice methodologies, local, regional and national policy developments and stakeholder knowledge to ensure the most effective commissioning arrangements in delivering Children's Services across the Council and wider Children's landscape.</p>
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	<p>Support the Executive Director of Children's Services in contributing to the strategic management of Children's Services, deputising as appropriate, and ensuring the effective delivery of the vision, goals and core values of the Council.</p>
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### **Main Duties and Responsibilities:**

- Support the Executive Director for Children's Services in developing the overall strategy in conjunction with the political direction as determined by the Council.
- Prepare and implement the Children's Services Commissioning Strategy and Business Plan and contribute, as appropriate, to other relevant strategic policies and plans ensuring effective commissioning systems are in place to deliver excellent outcomes for all children and young people.
- Ensure the effective management and deployment of all appropriate commissioning budgets in line with agreed financial processes, envelopes and savings across the Council, including contract budgets for Children's Services and pooled budgets where appropriate.
- Develop and implement performance and outcome management frameworks and arrangements across children's services to support organisational changes and promote effective working relationships.
- Ensure full compliance with the relevant legal, financial and procurement requirements and frameworks across the Council.
- Lead the Children's Partnership ensuring effective commissioning within Early Intervention and Specialist Intervention services providing leadership, professional responsibility and accountability for the effectiveness, sufficiency, sustainability and value for money of children's services.
- Manage a team of senior managers and their associated teams related to the commissioning function, including integrated prevention and early help services.
- Develop and implement a commissioning framework to drive the delivery of improved outcomes and value for money, including; needs assessment, children and families voices and other stakeholders, resource envelope, levels of commissioning, activity effective interventions, market engagement and management to promote a coherent, innovative and effective development agenda for commissioning in children's services.
- Ensure a strategic approach to early help and prevention through specialist and early intervention services contracting activity, developing services through contract specifications, involving service providers and other stakeholders within Children's Services and across the council and ensure effective management, and monitoring of children's services contracts, to deliver effective outcomes for children and young people.
- Ensure effective Children's Partnership and collaborative arrangements and champion the children's agenda within the Health and Well Being Board and other relevant partnerships within the Council and wider Peterborough landscape.
- Lead on private, voluntary and independent sector engagement promoting and developing capacity to deliver effective Children's Services within the sector.

- Develop and maintain effective working partnerships with outside agencies, partners and other Council providers including health, schools, the police and relevant government departments.
- To have lead responsibility for advising Elected Members, senior Council representatives and the Executive Director for Children's Services on all matters relating to the commissioning of Children's Services.
- Prepare and implement the Children's Services Commissioning Strategy and Business Plan and contribute to other relevant strategic policies and plans ensuring effective commissioning systems are in place to deliver excellent outcomes for all children and young people.
- Ensure the effective management and deployment of all appropriate commissioning budgets in line with agreed financial processes, envelopes and savings, including contract budgets for Children's Services and pooled budgets where appropriate.
- Develop and implement performance and outcome management frameworks and arrangements across children's services to support organisational changes and promote effective working relationships.
- Ensure full compliance with the relevant legal, financial and procurement requirements and frameworks.
- To undertake any other duties and responsibilities (including taking a lead responsibility for particular issues and projects) as may be required by the Executive Director of Children's Services.
- Support the Executive Director for Children's Services in developing the overall strategy in conjunction with the political direction as determined by the Council.

<b>Flexibility Clause:</b>	Other duties and responsibilities express and implied which arise from the nature and character of the post within the department (or section) mentioned above or in a comparable post in any of the Organisation's other sections or departments.
<b>Variation Clause:</b>	<p>This is a description of the job as it is constituted at the date shown. It is the practice of this Authority to periodically examine job descriptions, update them and ensure that they relate to the job performed, or to incorporate any proposed changes. This procedure will be conducted by the appropriate manager in consultation with the postholder.</p> <p>In these circumstances it will be the aim to reach agreement on reasonable changes, but if agreement is not possible Peterborough City Council reserves the right to make changes to your job description following consultation.</p>

## Person Specification

<b>JOB TITLE:</b>	Assistant Director Strategic Commissioning and Prevention	<b>POST NO:</b>	
<b>SCALE:</b>	Hay 1	<b>DEPARTMENT:</b>	Children's Services
<b>DIVISION:</b>	Strategic Commissioning & Prevention	<b>DIRECTOR:</b>	Malcolm Newsam
<b>DATE:</b>	December 2011	<b>COMPLETED BY:</b>	

### Job Knowledge, Skills & Experience

#### Technical and Job Specific Requirements

##### Qualifications

- Educated to degree level or equivalent by experience
- Professional Social Work qualification
- Proven track record in the commissioning of children's services

##### Experience

- Extensive experience at senior management level of commissioning children's services, including joint commissioning and collaboration with the NHS.
- Thorough understanding of the principal responsibilities and key issues facing Local Government in the provision and management of children and young people's services, particularly the appropriate role to be played by the providers of service other than Local Authorities.
- A track record of developing and implementing service strategies and plans related to budgets, with particular emphasis on financial planning and management and customer care.
- A full understanding and appreciation of the changes and challenges facing the effective commissioning of Children's Services.
- An understanding of NHS strategic policy changes and drivers and particularly the role of Clinical Commissioning Groups.
- A track record of building effective and productive work relationships with politicians and with internal and external stakeholders.
- Experience of successfully managing complex budgets.
- Experience of developing and encouraging innovative ideas to drive improvement.
- Evidence of success in establishing a performance orientated culture which delivers efficient and

effective services through collaborative working.

- Proven success in providing the leadership to steer teams and partnerships through major change ensuring that staff remain engaged and focussed on performance.
- Experience of listening and responding to the voice of those who use the services, their families and carers.
- Appreciation of the varying needs of a diverse community.

### **Skills**

- Budget management and driving value for money
- Effective communicator with a variety of audiences
- Persuasive and effective negotiator

### **Job Context**

#### **Service uses:**

Service users represent in excess of 5% of the child population of Peterborough who are deemed to be 'children in need' and around 25% of the population of children and young people who are deemed to be vulnerable and who require preventative services to secure the best possible life chances.

- On average 2,200 children per annum are referred to social care services
- There are around 250 first time entrants to the youth justice system and 1000 offences per annum committed by young people. The youth offending team has responsibility to respond to all youth crime and to lead on the prevention of all youth crime throughout the city.
- Around 300 are children in care and 130 children have child protection plans in place. (May 2011)

During 2008/09 approximately 10,000 children ages 5-13 and 11,460 young people aged 13-19 (and to 25 for those with additional needs) used or were contacted by services.

#### **Nature of the role:**

Responsible for leading and managing one of the two divisions which delivers specialist and universal services within a statutory local authority children's services department and Children's Trust arrangements, with responsibility for delivering front line services to vulnerable children and families.

The role also involves management of a 16 place secure unit which provides a service nationally for young women who are ordered to be detained in secure accommodation and for which income is generated through charging services.

#### **Framework:**

The division works within a complex statutory framework for delivering integrated services to children and young people, performance assessed by Ofsted within the Annual Children's Services assessment and Youth Justice Board performance management framework. Individual services within the division are subject to regulation under children act 2004 and are inspected between one and three yearly. These include:

- Adoption service
- Fostering service



- Residential services including Secure Unit and other children's homes
- Private fostering arrangements
- Youth Offending Service

Statutory guidance, regulation and inspection govern the way services are delivered; performance is assessed within the national performance assessment framework in relation to how well those services and delivering good outcomes for children and young people.

The role involves responsibility for health and safety and formal HR processes for all divisional staff and for equality impact assessment for all divisional policies, procedures and services.

## Job Challenges

In times when resources are being reduced to Children's Services the principal challenge is to ensure that services continue to deliver high performance and improvements in outcomes. In particular:

- Ensuring that services represent best value, providing evidence for crucial 'provide or buy decisions'
- Further integrating services for children and young people and increasing multi-agency engagement in all services
- Ensuring that the whole workforce is recruited, trained and sufficiently skilled to deliver the complex change agenda and that professional groups regarded as in short supply nationally attracted to work in Peterborough
- Ensuring that sufficient qualified social workers are recruited and retained to meet the statutory children's social care functions are in particular to achieve good performance in relation to children's social care and the outcome 'staying safe'
- Ensuring that performance improves during a period of major change
- Leading organisational changes and embedding new culture and practices across the workforce
- Ensuring that all services develop in partnership to provide clear and effective pathways for service users
- Supporting staff to embrace modern business practices and new technology within a new ICT infrastructure and leader business support function

## Key Relationships

### **Relationship with line manager – Director of Children's Services**

Annual objectives are set within the corporate appraisal and performance development framework (PDR). An interim review takes place at 6 months and 1.1 meetings of around 1 hour take place fortnightly. Departmental Leadership Team meeting chaired by the DCS takes place weekly. Other meetings are arranged with the DCS as required to focus on specific projects or developments

### **Relationship with direct reports:**

All direct reports are subject to the corporate PDR process and have individual objectives to meet the objectives set within the corporate and departmental planning framework. All have 1.1 supervision

sessions monthly.

The divisional senior management team meets monthly. All managers have direct access to the AD on an ad hoc basis and contact may be more frequent depending on the operational issues which required decisions to be made at my level.

In addition, there are frequently high profile, high risk operational matters which are brought to the attention of the AD on a need to know basis where advice and guidance are needed for service managers and for which the post holder is responsible for informing the DCS and Chief Executive and where necessary providing advice and guidance to those chief officers.

**Other contacts:**

1. Regular contact with a range of regional and government officers, including those from DFE, Home Office, DCLG, Youth Justice Board and Ofsted in relation to national strategic developments, performance assessment, and inspection and regulatory functions.
2. Elected Members: Contact on at least monthly basis both formally and informally with a range of elected members, including:
  - Cabinet Members
  - Chair and Members of scrutiny panel
  - Chair & Members of Corporate Parenting Group
  - Ward Members
3. Contacts outside the department: regular engagement with chief and senior officers in partner organisations.
4. School: contact with head teachers, governors and school leaders in the context of a range of departmental forum to support schools in delivering for Children in Care and other vulnerable children.
5. Regular contact with service users through visits to services, engagement forums and ad hoc contacts relating to specific circumstances.

## **Key Relationships Decision Making Authority**

**This post:**

- Takes all strategic and operational decisions relating to the business and statutory framework of the division without reference to the DCS, who is kept informed of high profile matters on a need to know basis.
- Informs and/or consult the DCS about all politically sensitive and complex matters relating to the business of the division.
- Takes responsibility for the development of strategic business and financial plan for the division in the contest of a collaborative corporate and departmental planning framework.
- Takes responsibility for the financial decisions within the overall budget divisions and corporate standing orders and financial regulations.
- Makes recommendations to the DCS in relation to strategic policy and planning of the division,

defining priorities, and developing plans in response to those priorities.

- Contributes to the **strategic** development of the department as a member of the department senior Leadership Team.

### **Additional Information**

The role requires flexibility and adaptability and continues to change in response to changing national agenda.

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