

EMPLOYMENT COMMITTEE

THURSDAY 13 JUNE 2013
3.00 PM

Bourges/Viersen Rooms - Town Hall

AGENDA

Page No

- 1. Apologies for Absence**
- 2. Declarations of Interest**

At this point Members must declare whether they have a disclosable pecuniary interest, or other interest, in any of the items on the agenda, unless it is already entered in the register of members' interests or is a "pending notification" that has been disclosed to the Solicitor to the Council.

Members must also declare if they are subject to their party group whip in relation to any items under consideration.

- 3. Minutes of the Meeting held on 18 April 2013** **3 - 6**
- 4. Adult Social Care - Temporary Appointment of Acting Assistant Director - Care Services Delivery** **7 - 18**

Committee Members:

Councillors: D Lamb (Chairman), J Holdich (Vice Chairman), I Walsh, W Fitzgerald, N Khan, C W Swift and N Sandford

Substitutes: Councillors: M Cereste, J Shearman and M Fletcher

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



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MINUTES OF A MEETING OF THE EMPLOYMENT COMMITTEE HELD AT THE TOWN HALL, PETERBOROUGH ON 18 APRIL 2013

Members Present: Councillors Fitzgerald, Lamb, Jamil, Swift and Walsh

Officers Present: Gillian Beasley, Chief Executive
Jana Burton, Care Service Delivery
Karen S Dunleavy, Governance Officer

1. Apologies for Absence

Apologies were received from Councillor Cereste. Councillor Walsh was in attendance as a substitute

Apologies were received from Councillors Khan and Shearman. Councillor Jamil was in attendance as nominated substitute for the Labour party.

Apologies were also received from Councillor Sandford.

2. Declarations of Interest

There were no declarations of interest.

3. Minutes of the Meetings Held on:

3.1 24 January 2013

The minutes of the meeting held on 24 January 2013 were agreed as a true and accurate record.

3.2 13 March 2013

The minutes of the meeting held on 13 March 2013 were agreed as a true and accurate record.

Following Members concerns about comments made by a member of the public concerning the appointment of the Assistant Director - Children's Services Safeguarding Families and Communities, the Chief Executive advised the Committee that the Council was seeking legal advice over what action should be taken over the comments made.

4. Senior Management Arrangements

The Chief Executive introduced a report on the Senior Management arrangements to cover the appointments of the Director of Public Health and Director of Adult Social Care.

The Committee was requested to:

1. Note the arrangements made to cover the role of the Director of Public Health pending recruitment to this role; and
2. Appoint Jana Burton as Director of Adult Social Care pending recruitment to this role.

The Chief Executive advised Members that the Director of Public Health (DPH) had resigned on 27 March 2013, which required the Council to put in place arrangements for the recruitment of a new DPH, which was also a statutory role. Members were also advised that there were qualifications that were essential for the position of DPH, which had included being a member of the Faculty of Public Health and an accredited consultant in Public Health Medicine. A temporary arrangement had been agreed with Public Health England in order for the requirements to be covered by Sue Mitchell and Dr Boika Rechel, pending recruitment to the role of Director of Public Health.

Following the departure of Mr Terry Rich, Executive Director of Adult Social Care, the Chief Executive advised Members that a permanent appointment to the post would be delayed until after a restructure of the service had taken place, which would be in line with the outcome of the commissioning review.

Mrs Jana Burton explained her vision and shared her thoughts with Members on the challenges ahead for the review of the commissioning arrangements for Adult Social Care. In summary, comments included:

- A recent consultation with carers and other partners had taken place about the eligibility criteria for Adult Social Care. Over the coming year the priority was to implement personalisation, building on the independence and abilities of adult service users;
- It was important to explore ways in which young adults should be more effectively supported within work, and how they would gain skills in daily living;
- Early intervention and more community support for the elderly, would avoid the high levels of isolation they were currently experiencing;
- One of the challenges within the commissioning budgets was to introduce preventative measures for service users in order to provide a level of support to prevent additional cost pressures at a later date;
- There would be a focus on the provision of frontline roles within the forthcoming budget constraints. The challenge would be to match the standards and quality currently provided;
- A focus on stronger contracts and buying in health and social care services at the best value;
- The back office staff function was to go through a transformation with the Council's partners Serco. The transformation would concentrate resources on the provision of frontline and universal services;
- The launch of a new Care Services Directory (CSD) would enable adult health service users to tailor their care needs as appropriate and to provide feedback on the quality of adult health services received from contractors. The CSD would also provide the opportunity to review feedback from other adult social care service users;
- It was envisaged that the CSD would be fully operational within twelve months and would include current and new contracted service providers;
- A Head of Service level contact could be provided for Members in order for them to raise health service concerns or to share comments made by their constituent adult health care users; and

- The 'Firm' pilot, which had been conducted to provide GPs with decision making powers regarding patient admittance to hospital, which was overseen by GP Gate Keepers, had not been as effective as hoped and was currently under review.

The Chairman advised that to date, the commissioning work of the 'Firm' had not been presented to a meeting of the Health & Wellbeing Board.

The Committee wished thanks to be noted to Mr Terry Rich for his contribution as Director of Adult Social Care Services. The Chief Executive also advised that thanks had been relayed by the Corporate Management Team for Mr Rich's contribution.

RESOLVED:

The Employment Committee agreed to:

1. Note the arrangements made to cover the role of the Director of Public Health pending recruitment to this role; and
2. Appoint Jana Burton as temporary Director of Adult Social Care pending recruitment to this role.

Reasons for the decision

The Council was required to make temporary arrangements for the covering of two director roles, namely the Director of Adult Social Care and Director of Public Health. As the Council was about to embark on a senior management restructure as a result of proposals in the budget to bring commissioning arrangements together, the arrangements for covering those two roles would be temporary as it was timely to not only review the commissioning arrangements but the whole of the senior management structure since the previous change in 2008.

Chairman
3.00pm - 3.34pm

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EMPLOYMENT COMMITTEE	AGENDA ITEM No. 4
13 JUNE 2013	PUBLIC REPORT

Contact Officer(s):	Jana Burton, Director of Adult Social Care	(01733) 452407
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ADULT SOCIAL CARE – TEMPORARY APPOINTMENT OF ACTING ASSISTANT DIRECTOR - CARE SERVICES DELIVERY

R E C O M M E N D A T I O N S	
FROM : Director of Adult Social Care	Deadline date : N/A
<p>For the Committee to appoint Debbie McQuade as Acting Assistant Director - Care Services Delivery, on a temporary basis, following the temporary appointment of the substantive post holder as Director of Adult Social Care.</p>	

1. ORIGIN OF REPORT

1.1 This report is submitted to the Committee from the Director of Adult Social Care.

2. PURPOSE AND REASON FOR REPORT

2.1 The purpose of this report is to request Employment Committee to appoint Debbie McQuade as Acting Assistant Director - Care Services Delivery on a temporary basis, pending recruitment to the statutory role of Director of Adult Social Care, currently held by Jana Burton on a temporary basis.

2.2 This report comes to Employment Committee under paragraph 2.3.1.1 of its Terms of Reference “to appoint Directors and Heads of Service, and determine terms and conditions of employment.”

3. TIMESCALE

Is this a Major Policy Item/Statutory Plan?	NO
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4. BACKGROUND

4.1 In January 2012, Denise Radley, Director of Adult Social Services, went on maternity leave and Terry Rich was appointed to cover her maternity leave for a period of one year. In December 2012 Denise Radley decided to leave the Council to move to another role. Terry Rich’s contract was extended for three months, to the end of March 2013, to allow time to consider arrangements to be put in place for this role. As Members will be aware, this is a statutory role to which Jana Burton was appointed on 15 April 2013, on a temporary basis, pending recruitment to the role on a permanent basis following the conclusion of the authority-wide senior management restructuring proposals currently being developed by the Chief Executive.

4.2 Debbie McQuade is currently a Head of Service within Adult Social Care. She is an experienced manager and has worked at a senior level in Adult Social Care and Health in Peterborough for 12 years. The proposal for an 'acting up' role serves three distinct purposes:

- Continuity of management at a time of major transformation;
- A development opportunity for a permanent member of staff; and
- A cost effective solution at a time of financial constraints.

4.3 It is possible for Employment Committee to make a temporary appointment as there is an officer with the requisite experience to carry out this role. The job description for the role is attached as Appendix 1 together with details of Debbie McQuade's experience, attached as Appendix 2. This demonstrates that she is both qualified and experienced to fulfil this role. Debbie McQuade will be attending Employment Committee with the Director of Adult Social Care so that the Committee can address any questions to her. These arrangements have been discussed in the Departmental Management Team of Adult Social Care.

5. CONSULTATION

5.1 The Director of Adult Social Care has consulted the Cabinet Member for Adult Social Care and the Chief Executive, both of whom support this appointment.

6. ANTICIPATED OUTCOME

6.1 That the Council appoints an Assistant Director - Care Services Delivery on a temporary basis.

7. REASONS FOR RECOMMENDATIONS

7.1 This post needs to be recruited to maintain current management of service provision.

8. ALTERNATIVE OPTIONS CONSIDERED

8.1 As the consultation on the senior management arrangements is on-going, a temporary solutions needs to be put in place and no alternative option was considered as there is a senior manager with the relevant qualifications and experience to fulfil this role.

9. IMPLICATIONS

9.1 There will be minor financial implications arising from these proposals, in that Debbie McQuade will be paid at a higher rate than her current salary to reflect the additional responsibilities. However, the payment can be covered within existing budgets.

9.2 Legal and HR advice has been taken on the proposal, and confirmation received that it complies with all legal and HR requirements.

10. CONCLUSION

10.1 This paper requests Employment Committee to make a temporary appointment to the post of Assistant Director of Adult Social Care, Care Service Delivery, whilst the restructuring proposals developed by the Chief Executive are consulted upon and then reported back to Employment Committee before implementation.

JOB DESCRIPTION

Job title **Assistant Director, Care Services Delivery**

Reports to **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:

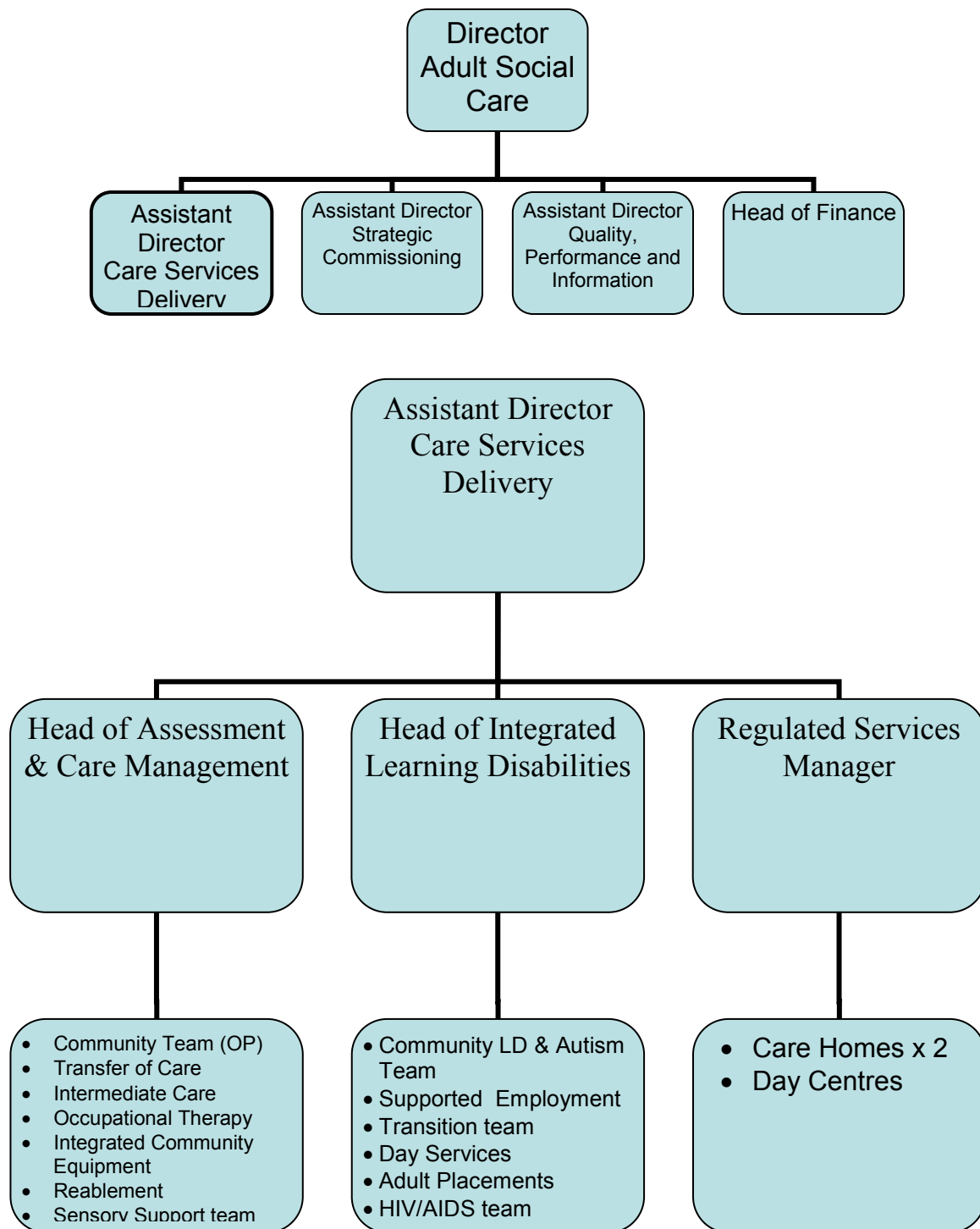
Responsible for 3 direct reports and approximately 375 staff.

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:

Adult Social Care has until March 2012 been delivered on behalf of the City Council by the NHS under a Partnership Agreement. This agreement has now come to an end and the services have returned into a new department within the Council.

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.

Whilst the previous Partnership Agreement has come to an end there is still 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 back 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 are 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.

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DEBBIE MCQUADE - DETAILS OF EXPERIENCE

1993 - 1995	Started work for Peterborough City Council as a Care Assistant, following a career as a qualified nurse.
1995 - 1998	Home Care Team Manager.
1998 - 2001	Care Support Worker (unqualified social work role). Qualified as a social worker.
2001 - 2006 2006 - 2007	Team Manager - Hospital Discharge Team for Social Care. Service Manager - Transfer of Care Team. The team progressed to an integrated health and social care team to support timely discharges in line with new legislation (Delayed Discharges Act 2003). In 2004, adult social care transferred to NHS Peterborough.
2007 - 2012	Service Manager for the Transfer of Care Team (integrated hospital discharge team) and the Intermediate Care Service, including Hospital at Home. During 2010/11 additional services came under the Service Manager remit and the Home Care Service was aligned with the Hospital at Home service. In March 2012, adult social care transferred back to the City Council.
2012 - to date	Head of Service - Assessment and Care Management.

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