

EMPLOYMENT COMMITTEE

FRIDAY 16 JUNE 2017
10.00 AM

Viersen Room - 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.

3. Shared Management Proposals

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Committee Members:

Councillors: M Nadeem (Chairman), J Holdich (Vice Chairman), W Fitzgerald, D Lamb, N Khan, M Jamil and Davidson

Substitutes: Councillors: Goodwin, E Murphy and N Sandford

Further information about this meeting can be obtained from Dan Kalley on telephone 01733 296334 or by email – daniel.kalley@peterborough.gov.uk

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EMPLOYMENT COMMITTEE	AGENDA ITEM No. 3
16 JUNE 2017	PUBLIC REPORT

Contact Officer(s):	Gillian Beasley: Chief Executive	Tel. 452302
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SHARED MANAGEMENT PROPOSALS

R E C O M M E N D A T I O N S	
FROM : Chief Executive	
<ol style="list-style-type: none"> 1. That Employment Committee consider the feedback to the Shared Management Proposals following a period of consultation with affected staff; 2. That Employment Committee recommend any appropriate actions in response to the proposals prior to implementation by the Chief Executive under her delegated powers; 3. That Employment Committee approve the recommendation to make permanent the current interim arrangement of shared Executive Director for both Councils; 4. That Employment Committee consider proposed job descriptions for approval, making any necessary proposals for changes and delegating authority to finally approve the job descriptions to the Chief Executive in consultation with the Chairman of Employment Committee. 	

1 PURPOSE AND REASON FOR REPORT

- 1.1 The purpose of this report is to inform Employment Committee of the proposals for Shared Management arrangements across Peterborough and Cambridgeshire for Senior Managers within: Children's Services; Adult Services; Education; Community and Safety; and Commissioning, as well as the outcomes of consultation held in respect of these proposals. The Chief Executive has the delegation at 3.13.2(g) of officer delegations to approve these proposals subject to Employment Committee's delegation at 2.3.1.5 of its terms of reference to consider and recommend actions where necessary in respect of these proposals.
- 1.2 The report also provides Employment Committee with the opportunity to ensure that all roles, which have been newly created within these proposals, have job descriptions which accurately reflect the work undertaken and the standards expected of the post holder. The report is for the Committee to consider under its delegation 2.3.1.1 to appoint Directors and Heads of Service, and determine terms and conditions of employment.

2 TIMESCALE

Is this a Major Policy Item/Statutory Plan?	NO	If Yes, date for relevant Cabinet Meeting	N/A
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3 BACKGROUND

- 3.1 Attached at Appendix 1 is the consultation document which was published on 3 April 2017 and outlines the underlying principles considered; the rationale and benefits of sharing management posts not only for the Councils concerned and their partners but more importantly, to the communities each Council serves.
- 3.2 The proposals follow on from the temporary appointment of the Corporate Director People and Communities to the temporary joint role of Corporate Director People and Communities

within Peterborough City Council (PCC) and Executive Director of Children, Family and Adult Services with Cambridgeshire County Council (CCC). A request was made, at the time, for consideration to be given as to whether the temporary shared role was sustainable as a permanent arrangement and also whether there were further opportunities to consider additional senior management sharing arrangements for the functions.

- 3.3 Sharing management or services is not an end in itself, but one of a number of means by which Councils can achieve their strategic ambitions.

4 PROPOSAL

- 4.1 In essence, the proposals seek to achieve the following:-

- To help facilitate wider public service reform in social care, education and community and safety and help evidence strong officer leadership.
- Combine the expertise of both councils to bring wider solutions to the same demand and resource challenges.
- Provide one joint voice for key partners and removing significant duplication currently existing with dual ownership, practical work and attendance at meetings.
- Joining up commissioning of services to increase purchasing leverage, achieve best value for financial resources available, and development of a more commercial approach.
- Creating career development opportunities for officers working across both councils, learning from each other's best practice and innovation directly and offering wider experiences. This will in turn support risk of retention and recruitment in a very limited employment market.
- Provide more time, expertise and energy to focus on the transformation required within the service to meet the challenge of increased demand and scarcity of resources.
- Better use of existing expertise, providing access to a wider resource and increased resilience to cover turnover of key posts.
- Financial efficiencies through sharing of leadership costs and resources.
- A "one stop shop" with softer boundaries that will greatly benefit border areas and prevent people from 'being bounced from pillar to post'.
- Both Councils would of course retain sovereignty under these arrangements.

5 CONSULTATION AND ASSURANCE

- 5.1 Before the consultation document was published, directly affected staff were met on a one to one basis by the shared Director and provided with the consultation document. They were also offered and attended a formal consultation meeting with the shared Director and written comments were invited. Wider communication to staff in the People and Communities Directorate was provided so that they were aware of the proposals. The Trade Unions have equally been consulted with feedback sought.
- 5.2 The proposal has been reviewed independently by the Chair of the Adult and Children's Safeguarding Board, Dr Russell Wate, to assure that the sharing of the leadership, particularly of Children's and Adult Social Care, is secure and the proposal is achievable. It reviews the risks, benefits and mitigations to the proposal with regard to the new Service Director roles and how the delivery of services in these individual areas may be affected. The review is included in Appendix 1 of the consultation document.
- 5.3 The consultation process has not highlighted any significant risks. Therefore it is the firm belief that this new structure will provide a more robust and effective management structure which reduces duplication and increases leadership and strategic management capacity.
- 5.4 The proposals have been developed with both Councils' interests in mind and the recommended structure has been informally outlined with both Council leaders; Cabinet Policy Forum (PCC); Group Leaders (PCC & CCC); the Children's & Adults Committees in CCC and individual portfolio holders all of whom are supportive of the proposals.

6 PROGRESS

- 6.1 The first stage of the consultation process was to consult with staff. The consultation commenced on 3rd April and the consultation period closed on 12th May.
- 6.2 Consultation on the proposed structure and the proposed appointments process has taken place with potentially affected staff and Trades Unions in accordance with the Council's policy and procedures.

7. CONSULTATION FEEDBACK - SUMMARY

- 7.1 All nine Service Directors across PCC and CCC affected by the proposals to create shared service director roles for education, children and safeguarding, adult services, communities and commissioning across PCC and CCC have been consulted with. They also discussed the proposals with their direct reports. Partners such as Police and Health were also consulted. All those consulted with agreed that the principles, as noted above, would be achieved by the proposal for a joint senior management structure.
- 7.2 Service Directors felt excited by the proposals and believe that developing shared approaches across local authorities is the only way to maintain service delivery as resources reduce, and that there are a number of ways in which PCC and CCC can innovate by developing further devolution powers and/or new models of delivery for people facing services. Partners such as Health and the Police, supported this view, stating that the sharing of the Directors role since October, had enabled decisions to be made quicker, increased joint planning and delivery and for them, resulted in a decrease in the amount of meetings they needed to attend.
- 7.3 Service Directors have said that if the proposals are agreed, they think that they would want to review the structure of the services they would be responsible for in 6 – 12 months as they think there may be further efficiencies and opportunities.
- 7.4 Service Directors have suggested some proposed changes to job descriptions. Most changes are minimal, although in the adult area this includes reducing the number of direct services managed by the Assistant Director. This directly reflects Cambridgeshire's role in delivering the Learning Disability Service for both CCC and Health, which is different in Peterborough. In effect, the proposal to change the structure and job description in Adults provides an appropriate number of direct reports to senior managers.
- 7.5 Service Directors propose that the current 'deputy' responsibilities to the Corporate Director/Executive Director remain once the new structure is in place.
- 7.6 It has been suggested that the Adult Service Director role should assume the Statutory Director of Adult Services role as is common in many councils across the country. It is a sensible suggestion as current practice in both authorities is that the existing adult service directors already attend all the ADASS events, not the Director.
- 7.7 All Service Directors commented on the opportunities for greater efficiencies and the benefit of being structured in a similar way to key partners such as Police & Health. They are mindful of the need to ensure local needs are responded to appropriately and do see this arrangement being underpinned by a needs led approach to service delivery and in line with the political direction given to them from both councils.
- 7.8 PCC Unions attended the consultation meeting, understood the rationale for the proposals and did not raise any concerns during the consultation process.
- 7.9 Feedback was also received from CCC Unison which focused around the perception of increased headcount within CCC's structure; the rationale for maintaining CCC's current interim for Children's Services until later in the year and the adequate sharing of senior

management time to meet each authority's priorities. All questions were responded to using the rationale set out within the consultation paper which satisfied their queries.

8. RESPONSE TO FEEDBACK

8.1 Eleven written responses were received as well as verbal feedback from Service Directors, their direct reports and partner agencies. As a result, the Chief Executive has decided to put forward the proposals set out in paragraph 8.2 for this committee to recommend appropriate actions.

8.2 As there was considerable support for the new senior management restructure internally and externally, the Chief Executive proposes that the proposals remain unchanged apart from the following;

- Minor changes to the majority of the job descriptions and the structure amendment within Adult Services (affecting CCC) will be modified in response to the feedback received.
- Separate consideration will be given to whether the Service Director, Adults should hold the Statutory Director of Adult Services responsibilities and if so, due process will be followed.
- Maintaining a deputy role within the structure in each organisation will be considered at, or following appointment.

9. RISKS AND ASSURANCE

9.1 The risks associated with this proposal have been considered throughout the process. As part of this a Test of Assurance was carried out in December 2016 by Dr Russell Wate and is attached to the consultation paper. This Test sets out the risks and the mitigation recommended, and gives full assurance that the proposal has the necessary strengths and supports in place.

9.2 Risk analysis has been carried out and a risk register has been completed. The main risks to highlight are set out below:

	Risk	Response and Mitigation
A	The breadth and scale of responsibility for the new Service Director posts is too great to be sustainable.	<p>Detailed Job Descriptions have been prepared and a robust recruitment process will be undertaken to make sure that those who are selected are clear about the scale of the role, and can demonstrate the skills and resilience required to manage the competing demands.</p> <p>There are already three senior officers operating across the two authorities; the Chief Executive, the Director of Public Health and the Interim Executive Director for CFA. All are successful arrangements and their experience can be utilised to appropriately support and induct the new Service Directors in the early days and also ongoing support through normal management process will be given.</p> <p>Should the arrangement not work in the long term consideration would have to be given to making amendments to the structure, in discussion with Committees.</p>
B	Conflict arising from the management of two different types of governance	Support and induction will be provided to the successful candidates to ensure that they fully understand the governance arrangements of both

	arrangements.	<p>organisations at the outset.</p> <p>The experience of the three officers referred to above has demonstrated that this is achievable and manageable.</p>
C	Predicted financial savings are not realised.	<p>Detailed work has been done with the Finance Team to make sure that the financial predictions are accurate and achievable.</p> <p>Significant parts of the savings target have already been met by linked consultations across Children's Services and the Commissioning functions and associated savings have already been realised.</p>
D	The new structure does not deliver the level of integration anticipated.	<p>The Executive Director, in conjunction with the Chief Executive will be monitoring the impact of the changes, and the benefits realised. It has been acknowledged that opportunities for greater integration will be identified and realised over time as the new roles embed. If further changes are required these can be implemented to facilitate greater integration and benefits.</p> <p>The consultation process has not highlighted any risks and from a management point of view it is the firm belief that this new structure will provide a more robust and effective management structure which reduces duplication and leads to future savings but critically increases leadership and strategic management capacity.</p>
E	The proposals are not sufficiently robust to provide adequate safeguards to users of the service.	<p>Careful consideration has been given to this and an independent review has been carried out by Dr Russell Wate as referred to in 4.1 above which has provided assurance regarding this risk.</p> <p>In addition no concerns have emerged through the consultation process on this point. All officers concerned are confident that the proposed structure will provide robust strategic leadership and operational management across both authorities.</p>
F	Loss of current and highly experienced staff.	<p>All existing Directors have expressed their support for the proposals and the view that the new structure will offer enhanced development and career opportunities for them, with an improved career pathway and succession planning route.</p> <p>If the new arrangements do not go forward there is a risk that some may seek other opportunities for growth and promotion outside of CCC and PCC.</p> <p>PCC and CCC have a group of talented and experienced Directors whose knowledge and skills could be lost to the Councils. Furthermore, these are particularly difficult roles to fill. This is a challenging job market and recent experience has demonstrated how hard it is to attract the right people at this level.</p>

G	Committee do not reach agreement over one or more candidates for appointment.	Consideration was given to this during the Committee discussions on process and it was agreed that should this happen the Committee will jointly agree next steps to be adopted.
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10. IMPLICATIONS FOR SENIOR MANAGERS

All the proposals are shown in the structure charts included in the consultation document at Appendix 1. The implications for managers are summarised in the tables in the appended document at section 7 - *Employee Implications*.

11. ALTERNATIVE OPTIONS CONSIDERED

The structures could have remained the same. However, the proposals in this report are being made in order to provide the most appropriate response to the financial and operational challenges being experienced by the service.

12. IMPLICATIONS

- a) Legal - the Chief Executive, as the Head of the Paid Service, has a duty under the section 4 of the Local Government and House Act 1989 to determine the staffing arrangements necessary to deliver the Council's functions. The Head of the Paid Service has prepared this report to the Employment Committee setting out the staffing structure. The role of the Employment Committee is to consider these proposals having regard to the reasons for the proposals. The Employment Committee is therefore asked to make any appropriate recommendations.
- b) Once the proposals have been considered by this Committee, the Chief Executive will begin a recruitment process to new posts. That process will culminate in a further report at which point the Committee may exercise its responsibilities under the Local Authorities (Standing Orders) (England) Regulations 2001 for appointing to these posts. This process will be as set out and agreed by this Committee on 23rd March 2017.
- c) Financial - If the proposals are accepted, the interim arrangement for the shared Director will be made permanent and the 50:50 funding arrangement will continue between CCC and PCC. The 50:50 arrangement will also apply to the shared Service Director roles. Within Peterborough, the proposal is anticipated to generate a saving of £200k.
- d) Human Resources - The review has been conducted in accordance with Council policies and relevant Employment legislation. Impacts on individuals (including any redundancy dismissals) will be managed in line with Council policies, relevant legislation and approved discretions under the [Local Government (Early Termination of Employment) (Discretionary Compensation) Regulations 2006 and the Local Government Pension Scheme Regulations 2013].

13. BACKGROUND DOCUMENTS

None

14. APPENDICES

- Appendix 1: Consultation Document
- Appendix 2: Service Director Job Descriptions



Shared Management Proposals Cambridgeshire County Council and Peterborough City Council Consultation Document

1.0 INTRODUCTION AND BACKGROUND

We are in an era of fundamental change and particularly so within public services. Local authorities have experienced funding reductions for years and at the same time have had to deal with the increasingly complex requirements of an ageing population and the heightened expectation of a public well used to getting services on demand.

1.1 Local government is meeting these challenges in a number of different ways, including efficiency measures and service transformation. Shared services and shared arrangements have also characterised the response some councils have made to the funding and demand challenge across the country and there are many examples of this.

1.2 Sharing management or services is not an end in itself, but one of a number of means by which councils can achieve their strategic ambitions. It is important before embarking on shared arrangements that there is absolute clarity about what is to be achieved. This consultation paper puts forward a proposal for shared management arrangements across Cambridgeshire County Council and Peterborough City Council in a number of areas:

- Children and Families
- Adult Services
- Education
- Community and Safety
- Commissioning

1.3 In doing so the consultation paper sets out the rationale and benefits of such an arrangement not only to the council's concerned and their partners, but most importantly to the communities each Council serves.

2.0 THE CONTEXT

2.1 Over the last few years Cambridgeshire and Peterborough have developed strong and collaborative approaches to joint working alongside exploring further opportunities to improve services to meet common challenges. We share a Chief Executive, Director of Public Health and the Executive Director of Children, Family and Adult Services / Corporate Director People and Communities ("the Director").

2.2 When the Director was appointed to the interim joint role, the Staffing and Appeals Committee of

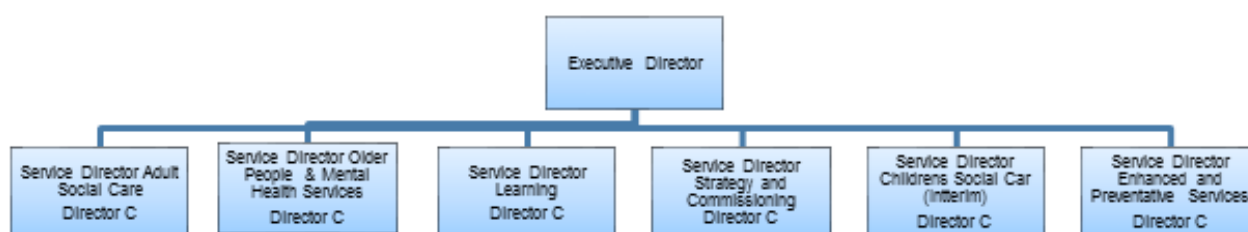
Cambridgeshire County Council asked her to consider whether there was scope to consider further joint arrangements for the functions set out in paragraph 1.2 above. The Director did this and in December 2016 a further report was presented to the Staffing and Appeals Committee which set out a proposal for further joint arrangements and the committee agreed that the Director should work up the proposals into a detailed paper. At the same time the Director briefed the Leader, relevant Cabinet Members and Group Leaders of Peterborough City Council on further joint arrangements and those briefed also agreed to pursue further joint arrangements.

- 2.3 CCC and PCC have different Governance arrangements. CCC have a Committee scheme whereby PCC operates Executive (Cabinet) arrangements. One consequence of this, is that both Councils have different delegations when it comes to making changes at Chief and Deputy Chief Officer level. Within CCC the Staffing & Appeals Committee approves changes to staffing structures whereby in PCC this matter is delegated to the Chief Executive. Both CCC's Staffing and Appeals Committee and PCC's Employment Committee approve terms and conditions for the posts (including grade) and make appointments (as detailed in 10.2).
- 2.4 These joint proposals were agreed for consultation by Cambridgeshire's Staffing and Appeals Committee on Tuesday 21st March 2017, and PCC Employment Committee have been made aware of the proposals and will have an opportunity to provide their feedback on the structure for the Chief Executive to consider after consultation and ahead of implementation.
- 2.5 This consultation examines the challenges and opportunities of a shared arrangement, explains why the current arrangements do not fully meet those challenges and opportunities and suggests a shared arrangement, with safeguards to deliver these vital services. The consultation further outlines the employment impact and arrangements proposed to ensure the arrangements can serve the needs of both councils' both now and in the future.

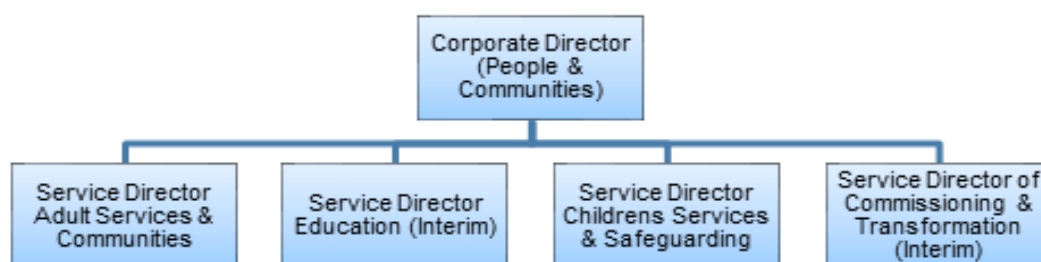
3.0 **COMMON CHALLENGES AND OPPORTUNITIES**

- 3.1 As stated above sharing management is not an end in itself and so the Director reviewed the environment and structures within which these services operate to understand how to provide these services in a joint arrangement to meet, more effectively, each council's ambition.
- 3.2 The observations over the period October – December 2016 demonstrate that both councils' share the following:-
- the same provision of social care services across adults and children, education and community safety services are subject to increasing demographic and direct demand for both types of service;
 - the same commissioning of services, from similar providers and using similar processes to procure, rely on agency and professional resources;
 - the same leadership requirements and working with the same partners
 - the ever increasing challenge of re-shaping services to meet the future financial resources likely to be available because of significant operational challenges. Both councils have limited leadership capacity to transform services quickly and effectively and continue to deliver operationally.
- 3.3 The current structures in each council which work in this environment of shared challenges is as follows:-

Cambridgeshire County Council



Peterborough City Council



- 3.4 The current approach to senior management arrangements in each Council is different. Service Director roles in Cambridgeshire are split in adults and children with two directors in both areas. In addition the Service Director roles predominantly focus on day to day operations.
- 3.5 In Peterborough those roles are unified into one adults and one children's Service Director and these roles are largely strategically focused. This has led to a different approach to the officer tier which sits beneath those Service Directors in both councils'.
- 3.6 In Cambridgeshire, 36 senior officers report into the Service Directors wherein Peterborough, Assistant Directors (4) report into the Service Directors and they manage the day to day operations of adults and children. In Peterborough there are a limited number of Heads of Service due to the operational nature of the Assistant Director roles.
- 3.7 Prior to the consideration of joint arrangements set out in this consultation, plans were already being considered in Cambridgeshire to bring together the four Service Director roles across adults and children

into two roles, similar to Peterborough and to consider the roles of the Heads of Service accordingly. These plans are superseded while this proposal is consulted on.

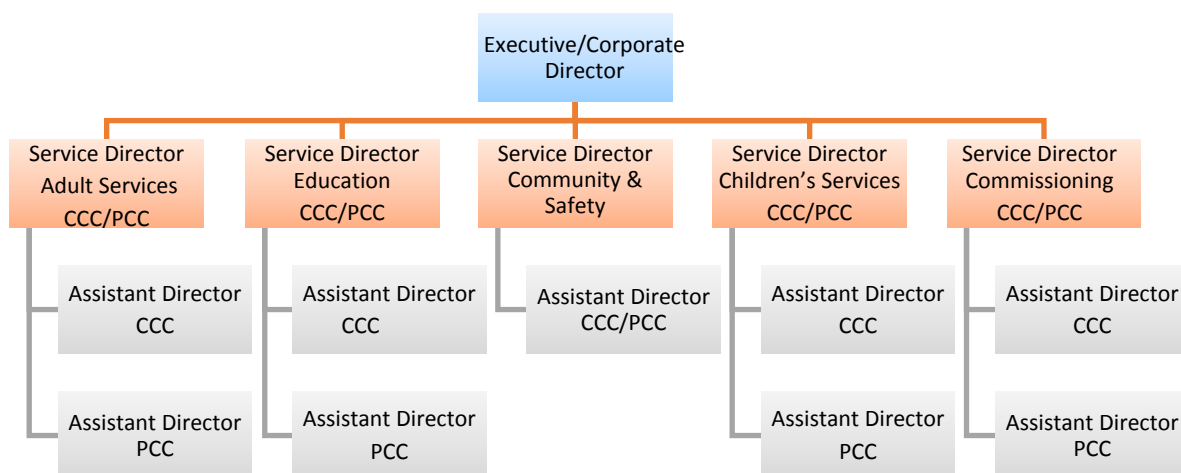
- 3.8 The current arrangements have served each Council well for some time, but it is clear from paragraph 3.2 above those arrangements create duplication, overlap and unnecessary cost to each Council. An example of this duplication and overlap would be found in a meeting about the integration of adult services with health. In the current arrangements there would have been in attendance the two Executive Directors and three Service Directors over both Councils. Under the arrangements set out below, only the Executive Director and one Service Director would attend. This example could be replicated across all these services and our partners in the current arrangements.

4.0 SHARED LEADERSHIP PROPOSAL

- 4.1 The major potential benefits of a shared leadership team (Executive/Corporate Director and Service Directors) would be the ability to help in facilitating wider public service reform in social care, education and community and safety and help evidence strong officer leadership for emerging devolution proposals within the region. This team could deal with the same demand and resource challenges which, by combining the expertise of both councils, would be more able to bring wider solutions. It presents the opportunity for a more efficient and effective approach by:-

- providing one joint voice for key partners in Health, Education Regional Commissioner's Office, Police and Crime Commissioner's Office, Probation, Fire and Police and removing the significant duplication that exists currently with dual ownership and practical work and attendance at meetings;
- being ready for the opportunities provided by Devolution - Cambridgeshire and Peterborough have talked about a second Devolution deal with a focus on tackling areas of multiple deprivation and integrating health and social care;
- joining up commissioning of services to increase purchasing leverage, using common systems to ensure both councils get best value for the financial resources available and development of a more commercial approach to identify and exploit market opportunities and a focus on trade-offs between price and perceived value when making decisions;
- creating career development opportunities for officers working across both councils, learning from each other's best practice and innovation directly and offering wider experiences. Both councils' have a real risk of retention and recruitment in this very limited employment market;
- providing more time, expertise and energy to focus on the transformation needed in how we deliver services in our future strategies to meet the challenge of increased demand and scarcity of resources;
- better use of expertise that already exists and providing access to a wider resource and increased resilience should individuals leave.
- providing for financial efficiencies to be gained through sharing of leadership costs and resources and
- Most importantly people and communities will experience more of a "one stop shop" with softer boundaries, this will greatly benefit our border areas. Having one senior leader in each specialist area will prevent people being bounced from pillar to post around who is responsible.

- 4.2 Based on the above benefits the proposed shared leadership team is as follows:



4.3 New leadership roles are proposed in the new structure which includes an Executive Director and Service Directors. These roles are different to those which exist in either Council's current structures because, by their nature, they service two councils. In addition there is the introduction of Assistant Directors. An outline of all these roles is set out in paragraph 4.4, 4.5 and 4.6 and a job description is provided in the Appendices.

4.4 **The Executive/Corporate Director** provides the political interface between the politicians and officers. The role would also lead on shaping and recommending to both councils the most efficient and effective way to work with partners and others to achieve the stated aims of each council and has overall accountability for all the service specific areas. The role holds the statutory accountability for the Director of Children and Adult Services. This shared role will be on a loan agreement basis, with a six month notice period required by either organisation to bring the arrangement to an end.

4.5 **Each Service Director** will have their own functional specialist area described below. The key accountabilities of their roles are as follows.

- design, develop and deliver services that represent best value (cost and quality);
- develop strategy and policy within their specialist areas for approval by Committees/Cabinet/Council;
- balance the agendas of both Councils, identify opportunities for collaboration and join up of services, and in some cases accommodating and developing the different strategic ambitions of each Council;
- be responsible, together with the Executive Director, for the management of the whole service;
- be responsible for ensuring the quality and effectiveness of the services they are responsible for and
- be responsible for the management of the Assistant Directors.

4.6 **Assistant Directors** will likewise have their own functional specialist areas and their key accountabilities are as follows:

- be responsible for the day to day operational delivery of the services for which they are responsible;
- be responsible for the line management of their respective Heads of Service who, in turn are responsible for the teams which deliver frontline services;

- attend and lead the panels/committees which support the delivery of the services for which they are responsible and
- ensure that their services perform within the operational requirements set for the services they are responsible for.

5.0 SERVICE AREAS

5.1 **Adult Services** are currently led by two Service Directors in Cambridgeshire. In Peterborough the same services are led by one Service Director who also has responsibility for Community Safety and Community Services. This paper has already described the benefits of having one cross authority Service Director in Adults Services to have a single view of these services for all residents working with health colleagues and the Director. In addition the commissioning responsibilities for all Adult Services are moving, as set out later, into a new commissioning function. The summary of the proposal for the new Service Director Adult Services is as follows:

- create one Service Director, Adult Services for Cambridgeshire and Peterborough
- delete the three Service Director roles (two for Cambridgeshire and one for Peterborough)
- move the adults commissioning roles into a new function, see paragraph 5.5 below and
- move the community and community safety role of the Service Director in Peterborough into a new role across both councils, see paragraph 5.4 below

5.2 **Education** is a function which has seen significant change over the last ten years. Resources to support education from a local government perspective will continue to reduce with the demise of the Education Support Grant. The majority of secondary schools in Peterborough and Cambridgeshire are academies which is already taking our relationship closer to the Regional Schools Commissioner. The Regional School's Commissioner covers both Cambridgeshire and Peterborough. Considering the ongoing academies programme and, the fact that there is much cross border work and school places take up, it is considered appropriate to share a more senior role.

At present in Cambridgeshire there is a Service Director and in Peterborough there is a Service Director post which is covered by an interim. The proposal is to create a new role of Service Directors Education shared across both councils which will enable the Regional School's Commissioner to spend more time with the post holder. It is intended to underpin the new shared Service Directors Education role with Assistant Director posts in each council to focus on the day to day operational challenges. PCC currently operates with an Assistant Director post in the structure. The summary of the proposal for the new Service Director Education is as follows:

- create one Service Director, Education for Cambridgeshire and Peterborough
- delete the two Service Director roles (one for Cambridgeshire and one for Peterborough)

5.3 **Children's Services** currently have some shared arrangements across both councils such as the Multi Agency Safeguarding Hub (MASH), safeguarding boards and delivery of child health and wellbeing services and work will continue to integrate services where this is appropriate. Our key partners, the police, health and probation, operate across Cambridgeshire and Peterborough which means many of the children's' meetings cover both authorities. Building on the MASH, there are further opportunities to develop and deliver more services together which will realise efficiencies and sharing of best practice.

At present in Cambridgeshire there are two Service Director roles for Children's Services and one in Peterborough. The proposal is to create one Service Director across Cambridgeshire and Peterborough for Children's Services to create a single view of the lives of children and families within one role.

However careful consideration needs to be given as to when to effect this change. Both councils have significant challenges to meet over the coming months. In Cambridgeshire the Children's Change Programme is being implemented and that is currently being led by an Interim Service Director for Children's Social Care. In Peterborough substantial funding has been secured for a Family Safeguarding programme which needs to be rolled out during this year. Therefore the following is proposed in order to secure a safe transition into the new joint role whilst the challenges identified above are secured;

- appoint to the new joint role of Service Director Children's Services to be operational by December 2017;
- afford an appropriate period for transition into the role to allow the agendas of both Peterborough and Cambridgeshire to be implemented by the current Service Director Children's Services in Peterborough and the Interim Director Children's Social Care in Cambridgeshire.

5.4 **Community and Safety Services** are provided across Cambridgeshire and Peterborough. In each council the split of services are as follows:

Peterborough

- Housing & Care and Repair
- Targeted Youth Service/Youth Offending Service
- Community Cohesion
- Domestic Abuse and Sexual Violence
- Prevention and Enforcement Service
- Adult Skills
- Community Serve
- Drug & Alcohol
- Safer Peterborough Partnership

Cambridgeshire

- Youth Offending Service
- Domestic Abuse and Sexual Violence
- Drug & Alcohol

The partners for this work, across both councils, are Police, Fire and Probation Services, Police and Crime Commissioner's Officer and District Councils. There are also a number of joint Boards, namely the Youth Offending Board, Domestic Abuse Board, Sexual Violence and Drugs and Alcohol Board. In addition, the Police and Crime Commissioner operates across both councils and he has recently decided to re-energise the cross county community safety board, with a focus on ensuring services such as domestic abuse and substance misuse are developed to serve both areas. The Police and Crime Commissioner is also keen to roll out in Cambridgeshire the development of prevention and enforcement services which currently operate in Peterborough. It is envisaged that as more powers are devolved locally, the community and safety service will be engaging in more work with the districts and Police and Crime Commissioner's Officer to deliver a wider range of services that support and protect communities.

The two roles which currently cover these responsibilities are the Service Director for Enhanced and Preventative Services in Cambridgeshire (partially as above) and the Services Director Adults Services and Communities in Peterborough. The responsibilities for the services which sit in those roles will be merged into one joint role of Service Director Community and Safety across both councils. This would

be supported by one Assistant Director that would be shared; the rationale being that the work in this area generally spans Cambridgeshire and Peterborough and is led by the Police and Crime Commissioner's Office and supported by Public Health which operate county wide. The summary of the proposal for the new Service Director Community and Safety Services is as follows:

- create one Service Director, Community and Safety for Cambridgeshire and Peterborough
- delete the two Service Director roles (one for Cambridgeshire and one for Peterborough)

5.5 **Commissioning** on a joint basis currently already takes place across both councils with examples such as CAMH, Adult Mental Health and Advocacy. Service specifications are also designed and developed jointly and, where the same provider is commissioned, there is agreement to one council managing the contract. It has been identified that more capacity is required with regards to commercial capability across both authorities. Cambridgeshire currently has a Service Director Commissioning and Strategy in post which predominantly manages the day to day operational requirements of commissioning. Within Peterborough, the Service Director Commissioning role has been occupied by the same interim post holder for over 12 months. The post holder has been working across Cambridgeshire and Peterborough since October 2016 which has provided Cambridgeshire with additional capacity and capability around commercial approaches, transformation and commissioning.

The proposal is to create a new role of Service Director: Commissioning across both councils. Again, like other service areas, it is proposed that both councils would have an operational lead in an Assistant Director role, of which Peterborough already has an existing job holder and other than a line management change, the Assistant Director post within Peterborough remains unaffected. This will ensure a local focus on commissioning on a day to day basis, whilst retaining the ability to share resources that create efficiencies in the system across the geographical areas of Peterborough and Cambridgeshire. The summary of the proposal for the new Service Director Commissioning is as follows:

- create one Service Director, Commissioning for Cambridgeshire and Peterborough
- delete the two Service Director roles (one for Cambridgeshire and one for Peterborough)

6.0 GOVERNANCE AND ASSURANCE

6.1 The joint proposal has also been reviewed independently by the Chair of the County Adult and Children's Safeguarding Board, Dr Russell Wate, to assure both councils that the sharing of the leadership of these functions, particularly around Adults Services and Children's Services, is secure and the proposal is achievable. The review included as Appendix 1 and reviews the risks, benefits and mitigations to the proposal with regard to the new Service Director roles and also how the delivery of services in these individual areas may be effected.

7.0 FINANCIAL IMPLICATIONS

7.1 If the proposals are accepted, the interim arrangement for the Executive Director will be made permanent, subject to the arrangement described below and the 50:50 funding arrangement will continue.

7.2 For Cambridgeshire, the table below depicts the number of posts deleted across Children, Families and Adults to achieve the total savings. The changes across Children, Families and Adults have also enabled more capacity in the areas where we need it; front line social care, (more clinicians) commissioning capacity, strategic management.

Cambridgeshire table of savings

Children's Change Programme (net)	-£500k	-6.5FTE
Commissioning (net)	-£300k	-10 FTE
Adults (net)	-£121k	-2.5 FTE
Director level posts funded by restructures above	-£133k	-1.5 FTE
TOTAL SAVINGS	-£1054k	-20.75 FTE

- 7.3 The proposal will lead to a reduced number of senior roles where Service Director roles are shared, these will be funded on a 50:50 basis by each Council. Within Peterborough, the proposal is anticipated to generate a saving of £200k, whilst the overall saving in Cambridge County Council will be £1.054 million.
- 7.4 It should be noted that the proposed Assistant Director roles in Cambridgeshire will be funded by existing budgets and the reduction in costs and numbers of Service Directors and Heads of Service. Overall, through other proposals and in support of these proposals, the number of senior officers who sit under each Service Director will reduce from 36 to 26. In addition, in Cambridgeshire the consultation launched on commissioning includes the cost of the new Service Director role, and in the Children's Change Programme consultation includes the cost of the Assistant Director role and a significant reduction in leadership roles.

8.0 EMPLOYEE IMPLICATIONS

- 8.1 The more senior role of Service Director will be responsible for both councils' services and statutory functions and will be a much larger role than the existing roles. New job descriptions have been defined and evaluated and are appended as follows:
- Service Director: Adults Services (appendix 2a)
 - Service Director: Education (appendix 2b)
 - Service Director: Communities and Safety (appendix 2c)
 - Service Director: Children's Services (appendix 2d)
 - Service Director: Commissioning (appendix 2e)
- 8.2 A new role of Assistant Director is proposed to be introduced in CCC which will be a lead managerial role sitting within each council and would be responsible for the day to day operational delivery and line management of Heads of Service. This role will report into the shared Service Director role. New job descriptions have been based upon the existing role within PCC and are included as follows:
- CCC Assistant Director: Adults Services (appendix 3a)
 - CCC Assistant Director: Education (appendix 3b)
 - Joint Assistant Director: Communities and Safety (appendix 3c)
 - CCC Assistant Director: Children's Services (appendix 3d)
 - CCC Assistant Director: Commissioning (appendix 3e)
- 8.3 It is the aim of both councils to try to minimise compulsory redundancies where at all possible. We

will also ensure that redundancy selection methods and payments are in line with existing agreed procedures.

- 8.4 As a result of these proposals the following tables indicate the implications for the affected roles within CCC and PCC. It notes where posts will be deleted and the post holders (where applicable) will be placed “at risk of redundancy”, equally where post holders will be ring-fenced to roles as redeployment where suitable alternative roles exist. The table also shows which posts will be vacant for staff to apply for. Should the roles not be successfully filled internally, external recruitment will take place.

8.5 Summary of posts proposed to be deleted

Service Area	Job Title	Grades	Number of post holders at present	Additional information
PCC - People & Communities	Service Director - Adult Services & Communities	Senior Manager pay Band 4	1	Employee ‘at risk’ Opportunity to apply for new roles
PCC - People & Communities	Service Director - Education	Senior Manager pay Band 4	0	No impact - interim currently in post
PCC - People & Communities	Service Director - Children’s’ Services and Safeguarding	Senior Manager pay Band 4	1	Employee ‘at risk’ Opportunity to apply for new roles
PCC - People & Communities	Service Director - Commissioning & Transformation		0	No impact - interim currently in post
CCC - Children’s, Families and Adults	Service Director - Adult Social Care & Learning Difficulties	Director Pay Band C	1	Employee ‘at risk’ Opportunity to apply for new roles
CCC - Children’s, Families and Adults	Service Director - Older People and Mental Health Services	Director Pay Band C	1	Employee ‘at risk’ Opportunity to apply for new roles
CCC - Children’s, Families and Adults	Service Director – Learning	Director Pay Band C	1	Employee ‘at risk’ Opportunity to apply for new roles

CCC - Children's, Families and Adults	Service Director - Strategy & Commissioning	Director Pay Band C	1	Employee 'at risk' Opportunity to apply for new roles
CCC - Children's, Families and Adults	Service Director - Children's Social Care	Director Pay Band C	0	No impact - interim currently in post
CCC - Children's, Families and Adults	Service Director - Enhanced and Preventative Services	Director Pay Band C	1	Employee 'at risk' Opportunity to apply for new roles

8.6 Summary of proposed new posts

Service Area	Job Title	Grades	FTE	Status
Joint - Children's, Families and Community Services	Service Director: Adult Services	CCC Director Pay Band B PCC Senior Manager Pay Band 3	1	Vacant post
Joint – Children's, Families and Community Services	Service Director: Education	CCC Director Pay Band B PCC Senior Manager Pay Band 3	1	Vacant post
Joint – Children's, Families and Community Services	Service Director: Community & Safety	CCC Director Pay Band B PCC Senior Manager Pay Band 3	1	Vacant post
Joint – Children's, Families and Community Services	Service Director: Children's' Services	CCC Director Pay Band B PCC Senior Manager Pay Band 3	1	Vacant post
Joint – Children's, Families and Community Services	Service Director: Commissioning	CCC Director Pay Band B PCC Senior Manager Pay Band 3	1	Vacant post
CCC – Children's, Families and Community Services	Assistant Director - Adults Services	CCC Director Pay Band C	1	Ring-fenced to CCC Directors with the appropriate experience
CCC – Children's, Families and Communities	Assistant Director - Education	CCC Director Pay Band C	1	Ring-fenced to CCC Directors with the

				appropriate experience
CCC – Children’s, Families and Communities	Assistant Director - Children’s’ Services	CCC Director Pay Band C	1	Ring-fenced to CCC Directors with the appropriate experience
CCC – Children’s, Families and Communities	Assistant Director - Commissioning	CCC Director Pay Band C	1	Ring-fenced to CCC Directors with the appropriate experience
CCC – Children’s, Families and Communities	Assistant Director - Communities & Safety	CCC Director Pay Band C	1	Ring-fenced to CCC Directors with the appropriate experience

8.7 Summary of post proposed for minor changes

Service Area	Job Title	To	FTE Posts occupied at present	Number of post-holders at present
PCC People & Communities	Assistant Director - Adults Services	Line Management Change	1	1
PCC People & Communities	Assistant Director - Education	Line Management Change	1	1
PCC People & Communities	Assistant Director - Children’s’ Services	Line Management Change	1	1
PCC People & Communities	Assistant Director - Commissioning	Line Management Change	1	1

8.8 To effect these changes, all of the existing Service Directors at both Councils would need to be put at risk of redundancy. The Service Director roles are new and not undertaken by any existing postholder. All “at risk” Service Directors will be eligible to apply for the new Shared Service Director roles where they meet the skills requirements.

The Assistant Director roles are new in Cambridgeshire and currently exist in Peterborough. The Assistant Director roles as drafted are not undertaken by any existing postholders within CCC. CCC Service Directors can be ringfenced to these roles and an appropriate selection process will be carried out.

8.9 All at risk employees will be invited to apply for the Service Director and/or Assistant Director roles. Interviews for the Service Director posts would be held initially, undertaken by the Committees as

outlined in Section 10 below. Once these are completed the Assistant Director selection process will commence, undertaken by the Executive Director and if appointed, the Service Director.

8.10 Definitions used within this document:

At risk: This is a member of staff who is at risk of redundancy because their substantive post is proposed to be deleted.

Ringfenced: This is where the post is broadly similar to a deleted post. The member of staff will be interviewed to determine their suitability for the role.

9.0 **IMPLEMENTATION & TIMETABLE**

9.1 The proposal has been developed with both councils' interests in mind and the recommended structure has been informally outlined with both council leaders; Cabinet Policy Forum (PCC); Group Leaders (PCC & CCC); the Children's & Adults Committees in CCC and individual portfolio holders all of whom are supportive of the proposals. It has been agreed with the Staffing and Appeals Committee at CCC and the Employment Committee at PCC.

9.2 A joint partnership agreement between the councils will be developed to give clarity on how sharing a leadership team will operate and the protections for both, covering loan, notice and conflict of interest, as in the case of the existing shared arrangements.

9.3 Consultation with Trade Unions and affected individuals is expected to commence on 3rd April and will last for not less than 30 days. It is important that the two Council's processes are aligned and therefore an indicative timetable is set out below but may be subject to variation.

Date	Action
3rd April 2017	One Joint Union meeting (both Councils) local representatives meeting to outline proposals and process and launch the consultation.
3rd April 2017	Start Staff Consultation: Communicated to directly affected staff.
W/C 3rd and 10 th April 2017	Consultation meetings (121's) to be held with directly affected employees in both Councils.
4th April 2017	Communication sent to staff in Children's, Families and Adults services advising consultation commenced.
W/C 17 th April 2017	Subject to no major consultation objections to the Service Director roles; advertise expressions of interest for the Shared Service roles.
12 th May 2017, 5.00pm	Closing date for general responses to the consultation and expressions of interest for the Service Directors provided there is no requirement to extend the timetable to facilitate further discussion.

May 2017	Consultation fed back to CCC's Staffing & Appeals Committee and PCC's Employment Committee.
May 2017	Outcome of consultation emailed to all staff and trade unions
June 2017	Both Councils' staffing committees convene to undertake interviews for Service Director roles and make appointments by each respective Committee. Both Councils' staff committees convene to appoint Service Directors to roles. <i>(subject to consultation approval by both councils)</i>
1st July 2017	Implementation of new structure and any external recruitment.

10. JOINT APPOINTMENT PROCESS

10.1 Interview

All internal at risk candidates expressing an interest in a Service Director role, will be interviewed. Where possible, interviews will take place on the same day and will be before members of both the Employment Committee of Peterborough City Council ('EC') and of the Staffing and Appeals Committee of Cambridgeshire County Council ('SAC'). The normal requirements relating to quorum and political balance will apply to the EC and SAC respectively. Both the EC and the SAC will have an opportunity to ask questions and participate fully in the interview process. At the conclusion of the internal interviews for all of the Service Director roles, the EC and the SAC will jointly consider, in turn, the suitability of each candidate for the roles. The normal voting rules will apply to the EC and SAC respectively.

10.2 Appointment

Once the EC and SAC have both reached a decision as to suitability, the Chair of each Committee will formally confirm the decision of their respective Committees:

- where the EC and SAC are in agreement, the Committee of the employing Council will move to agree an appointment by majority vote. The committee of the other Council will move to endorse the agreement to enter into a shared arrangement in respect of that candidate.
- if the EC and SAC reach conflicting decisions as to suitability, there will follow a period of collective deliberation amongst members of both the EC and SAC seeking advice and/or guidance from the shared Chief Executive and Corporate Director of People and Communities as necessary.
- If at the conclusion of the collective deliberations the EC and SAC are in agreement the same

process of approval will be followed as set out above.

- If the EC and SAC are unable to reach agreement, an appointment will not be approved or endorsed and consideration will be given as to the next steps.

10.3 Should any posts not be filled, they will be advertised externally and the same process as set out above will be followed in determining the joint appointment(s). The Executive Director will propose which Council should be the employing organisation ensuring, where possible, a balance between both Councils.

10.4 Appointments to Assistant Director roles within CCC will then subsequently be made by the Executive Director through a robust selection process.

11. TRADE UNION CONSULTATION

11.1 Formal Trade Union consultation on these proposals will start on 3rd April. Union representatives are being consulted on the proposed structures and will be available to support their union members. The consultation will last not less than 30 days.

11.2 If employees wish to speak to their Trade Union then they should contact their local representative in the first instance. Contact details are as follows:

Trade Union	Contact	Telephone	Email/address
Unison (CCC)	Robert Turner	01223 717015	robert.turner@cambridgeshire.gov.uk
GMB (CCC)	Kevin Roberts	01223 458208	kevin.roberts@cambridge.gov.uk
Unite (CCC)	Brian Smith	01223 353048	brian.smith@unitetheunion.org
GMB Regional (for both CCC and PCC)	Richard O’Leary	01582 404842	richard.o’leary@gmb.org.uk
Unison (PCC)	Mark Burn	01733 863835	mark.burn@peterborough.gov.uk
Unite (PCC)	Jacqueline Ormston	01733 864484	jacqueline.ormston@peterborough.gov.uk
GMB (PCC)	David Shamma	07966 327980	david.shamma@gmb.org.uk

12. SUMMARY OF SHARED LEADERSHIP PROPOSAL

12.1 In summary, benefits have been realised with regards to the temporary sharing of the Director and this has been agreed as permanent. However, the existing senior leadership teams in both councils, individually, are unlikely to be of sufficient capacity to deliver the challenging agenda that both councils face and be able to support such a permanent arrangement.

12.2 The joint leadership structure has therefore, been designed in a way that will reinforce senior leadership, reducing middle management roles and equally have a clear distinction between the operation and the strategic/shared/transformation responsibilities. This will provide both councils

with significant benefits and increased resilience as they look to transform to meet the challenges of demand and funding as follows:

12.3 Both councils would achieve:-

- Increased capacity to manage increased demand in all areas
- Increased resilience during a period of transformation
- A review and reduction in Head of Service roles
- Shared costs for joint Director roles
- Best use of current officer experience and skills, support for their development and likelihood of retention
- Best practice across services/councils
- Mirror our key partners structures and operations
- Reduce the number of Boards and meetings freeing up officer's time
- Support the resources needed to develop Devolution 2

12.4 This document provides the basis for consultation, and views and comments on the proposals are welcomed. All comments and views submitted during the consultation period will be considered and responded to at the end of consultation.

12.5 Comments can be raised via the dedicated consultation email in each authority as follows:

CCC – CFALeadershipConsultation@cambridgeshire.gov.uk

PCC - xxxxx@peterborough.gov.uk

Any further information please contact:

Wendi Ogle-Welbourn

Joint Director

Tel: (01733 863749) PCC or (01223) 727993 CCC

Janet Maulder

Head of HR (Cambridgeshire)

Tel: (01223) 699495

Mandy Pullen

Assistant Director HR & Development (Peterborough)

Tel: (01733) 863628

Appendix 1: Governance/Assurance

Appendix 2: Job Descriptions

Peterborough City & Cambridgeshire County Council

Joint Working Arrangements to support the Director for Children and Adult Services

Local Test of Assurance

Purpose of the Paper

To provide an independent review of the proposal for Peterborough City Council and Cambridgeshire County Council to share further joint arrangements at a Service Director Level. This paper will look at where necessary the risks, benefits and mitigations to this, in the proposed Service Director roles, but also how the delivery of services in these individual areas may be effected.

The Proposal

In October 2016 it was agreed by Cambridgeshire County Council and Peterborough City Council that Wendi Ogle-Welbourn be appointed as Cambridgeshire interim Executive Director for Children, Families and Adults alongside her already substantive role of Corporate Director People and Communities in Peterborough. A Local Test of Assurance had taken place before this happened on behalf of both Councils to ensure the statutory duties of Directors for Children Services and Adult Services would be effectively delivered by this shared role. This test was passed.

It was recognised that there were likely to be more opportunities to join up aspects of operations whilst retaining sovereignty in both Councils, and Wendi Ogle-Welbourn on taking up this shared role, was tasked to identify these opportunities. This next section relies totally on the report completed by Wendi and discussions with her to further understand the context in order to form and apply an informed view for both Councils.

The following principles when coming to the view of what further joint working could take place were applied by Wendi Ogle-Welbourn:-

- Duplication of effort;
- Added value ;
- Expertise in both organisation;
- Savings;
- Impact on key partners such as health and police and probation, and
- Career development

Five areas fitted the criteria for the option of further joint working.

1. Community & Safety, (anti -social behaviour, community cohesion, domestic abuse & sexual violence, substance misuse, offending (including youth offending)

The police are the key partner in the areas of community & safety, they are structured to cover both Cambridgeshire and Peterborough - with sector senior officers covering both areas, probation are similar. It is

known that residents consider their safety to be paramount.

Cambridgeshire and Peterborough local authorities could replicate the management structure of the police and probation by having one service director across both areas, joining up the offending teams (the youth offending board is joint) as well as the substance misuse board, the domestic abuse board is already joined up, this would result in increased capacity, reduced officers time at meetings and save the police and probation having to service meetings and boards in two authorities. Joining up management more centrally does not preclude local delivery (As demonstrated by the police structure). Districts could play a key role in the development of district based delivery of community safety services - reflective of the multi-agency prevention and enforcement team in Peterborough. This work would also support Devolution phase 2. The Service Director would be supported by an Assistant Director who would also be shared.

2. Adults Services

An experienced single Adult Service Director is required for Cambridgeshire (they currently have two and this needs to be consolidated into one post). This post could then take on adult services across Peterborough and Cambridgeshire. This would make sense as the sustainable transformation 5 year plan which is driving health and adult social care integration is operating across Cambridgeshire and Peterborough as a whole and not separate, which often results in the service directors from both authorities attending the same meetings. There is already in place a shared arrangement around mental health. This would also reduce the time health partners need to service two separate management arrangements. The Service Director would be supported by and Assistant Director in Cambridgeshire and Peterborough they will ensure a local present and focus.

3. Education

Education resources are being dramatically reduced and the LA role will move more towards being a strategic partner and influencer with education providers and commissioners. The role of a service director will be that of champion for all children's education, particularly the most vulnerable. This role will require different skills to that currently required for service directors in education. It would make financial sense to share the cost of a services director across Cambridgeshire and Peterborough. A head of service in both Peterborough and Cambridgeshire should remain to ensure local issues were focused upon.

4. Commissioning

Given the financial challenges employing a more commercial approach to the way commissioning is required. In Cambridgeshire the commissioning function is under developed, in Peterborough it is more developed. Wendi has already brought across the service director of commissioning and transformation from Peterborough to Cambridgeshire as an interim arrangement to up the pace on savings required from Cambridgeshire and develop an effective commissioning function. Initial feedback on the value of this role has been good. A shared service director role across Cambridgeshire and Peterborough would make sense given the joint commissioning both authorities are doing with health and the opportunities for joint commission of both adult, children and public health services across both local authorities - this would achieve savings on commissioner posts and provide for better deals to be struck with providers as looking at bigger contracts and this would leverage a better price. This service director's role would require someone with a commercial background, but retaining an assistant director's role in both local authorities to ensure local operations. The Service Director would be supported by and Assistant Director in Cambridgeshire and Peterborough they will ensure a local present and focus.

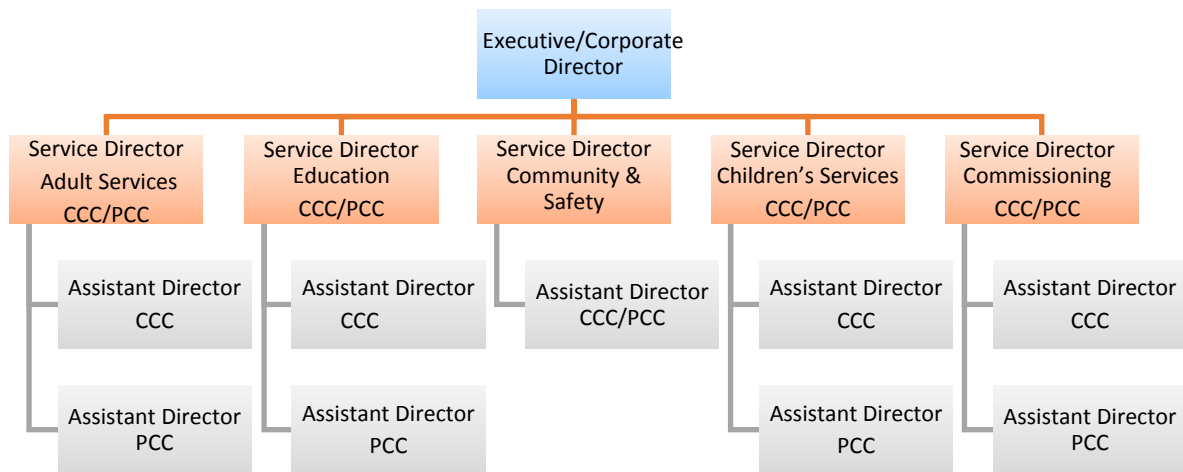
5. Children

The appointment of single service director across both Local authorities is recommended. The author has had

an opportunity to speak to both the Peterborough Service Director and also the Interim Service Director for Cambridgeshire, to test the feasibility of this recommendation. It would not be wise to implement this recommendation immediately as at this current time Cambridgeshire in particular is going through a major change programme and the delivery of children services is very different across both Local Authorities. However, if the recommendation is agreed the interim in Cambridgeshire and service director from Peterborough should work together straight away and over the next few months to move to this shared arrangement in the next few months. This working together would make any intention and future move totally transparent to both the workforces but also partner agencies.

There is already a shared Multi-Agency Safeguarding arrangement through the MASH and Safeguarding boards. The MASH in particular is moving to be the single front door for each authority and having a single service director would be highly desirable in pure governance terms.

There is a current risk that Cambridgeshire do not have an assistant director in place (Peterborough has) and it is further recommended that earlier rather than later an acting assistant director is appointed.



In conclusion (Wendi Ogle-Welbourn) there is substantial benefits to Peterborough and Cambridgeshire in future partnership working; a real opportunity for service improvement as well as financial and efficiency.

Test of Assurance

A Local Test of Assurance has become good practice for Local Authorities to carry out, and is seen as good governance and exercising due diligence on behalf of the local authorities. This test of assurance only really applies to the position of the Director of Children Services with its purpose to ensure that through the person allocated this role for the Local Authority that they are delivering their statutory duties as contained in The Children Act 2004. The Children Act created a single line of accountability for children services, integrating education and children social care into the statutory role of director of children service (DCS).

The role was designed to bring partners together, and ensure that focus on children was maintained. Statutory guidance was produced for the DCS post and local authorities are required under the respective legislation to have regard to the guidance. This guidance was updated in April 2013 by the Department for Education.

During the last few years the vast majority of local authorities have combined this role with the director of adult services. Therefore test of local assurance include looking at this director of adult services individually to ensure the local authorities statutory duty to adults is also delivered. Best practice guidance for this role was issued for the DASS by the Department of Health in May 2006. This guidance was/is not statutory but local authorities were encouraged to treat as statutory. The Care Act 2014 also puts obligations on Local Authorities to have this DASS post in place.

The DfE updated their guidance on the role and responsibilities for the DCS in 2013, in order to allow combined posts. This guidance states that it is legally permissible for the DCS post to be combined with other complementary duties like the DASS. This guidance recommends that local assurance is required.

The proposals that the paper by Wendi Ogle-Welbourn highlights in relation to joint arrangements does not fit in with the need to have a Local Test of Assurance carried out, as that is in reality for the DSC and DASS role. However, it does make good practice to do this, as the joint arrangements for service directors are put in place to support Wendi in her statutory duties as the DCS and DASS for both Cambridgeshire and Peterborough.

This test of Local assurance has involved the author holding conversations with Wendi Ogle-Welbourn and also one of the service directors affected. The author was extremely impressed by the clear vision on how the joint roles would work and high levels of commitment to making it succeed. An analysis also took place of the full proposals.

A test of local assurance needed to be satisfied that the following elements which are essential in assuring that effective arrangements are in place, for the PCC & CCC to safely move forward with these proposals:

- The seniority of and breadth of responsibilities allocated to individual post holders and how this impacts on their ability to undertake those responsibilities;
- Clarity about how senior management arrangements enable staff to help the LA discharge its statutory duties in an integrated and coherent way
- Matching clarity about how far, and in what ways, partnership working with other agencies strengthens the offer made to children and families across communities in both Cambridgeshire and Peterborough.
- The adequacy and effectiveness of local partnership arrangements (e.g. the local authority's relationship with schools, the courts, children's partnership co-operation arrangements, Community Safety Partnerships, health and wellbeing boards, Youth Offending Team partnerships, police, probation, Multi-Agency Public Protection Arrangements and Multi-Agency Risk Assessment Conferences) and their respective accountabilities.

In order to further assist with this test of assurance a literature review was carried out. Three key papers were relied on, these are:

- i) Local Government Group, (2011) Shared services and management A guide for councils
- ii) Grant Thornton (2014) responding to the challenge: alternative delivery models in local government
- iii) House of Commons Library (2016) Local government: alternative models of service delivery

These three papers by their very nature are pro-sharing and utilising joint arrangements and give examples, of where it is not just back room functions but operational functions that benefit from joint working.

A further study worth considering is where the three London boroughs of Hammersmith and Fulham, Kensington and Chelsea, and Westminster have developed a close working relationship across a number of

services: this is known as the 'Tri-Borough partnership'. The councils published the Tri-borough report: 'bold ideas for challenging times' on 9 February 2011. The plans sought to guarantee the independence of the three boroughs by introducing a 'sovereignty agreement' which would safeguard each of the council's local autonomy. This might be something worth considering if the leaders of the two councils feel any risks on what is being proposed.

A main concern that was highlighted in the mitigating factors section, when the local test of assurance was carried out on behalf of the CCC & PCC, for the appointment of Wendi Ogle-Welbourn in her current shared role, related to sufficient capacity below her. These proposals on the surface would appear to dilute the support at the most senior level. On discussion with Wendi though as long as each Local Authority appoints their own individual assistant director in each of the areas highlighted for joint arrangements, the proposals actually could strengthen this support as the streamlining and clarity of roles will benefit governance in each area.

Conclusion

The test of local assurance for the proposal of further joint arrangements for Peterborough City Council and Cambridgeshire County Council is passed. The PCC & CCC can be reassured that the proposal has the necessary strengths and supports in place to deliver these roles. Although this review didn't look at value for money (as it was solely focussed on ability to deliver the statutory responsibilities) the case for cost effective and efficient working is made out abundantly.

Both LA's have already in place at least two other key strategic shared posts in the Chief Executive and the Director of Public Health as well as the shared director of Children and Adult services, so can quite adequately demonstrate and evidence that these shared posts do work. This is also the case for providing a real strength to partnership working; there are many key partners that are coterminous to both LA areas for example NHS Clinical Commissioning, the police and probation to name three.

In view of the agreement to Devolution 2, it will show real leadership by PCC & CCC and also demonstrate their commitment to devolution 2 by agreeing to these joint arrangements.

A list of benefits, risks and mitigation is highlighted below. The author does not intend to repeat them here.

Dr Russell Wate QPM December 2016

Benefits

- One service director across both councils for these themes will save time and money and will enable a single view to be taken on joint issues;
- Having a stronger and clearer role of in the corporate leadership team in Cambridgeshire and Peterborough;
- A 'leaner' and more cost effective senior management structure across both LA's;
- Sustainable Transformation Plan/ Better Care Fund work – this covers health and social care integration of service delivery and commissioning (there is a government directive to join up);
- Having someone able to take a shared view of the needs of the citizens and the services they use across both LA's;
- Joint Commissioning and delivery of child health, public health and mental health will support greater coordination and efficiency in commissioning and procurement of services and support across the services;

- Greater coordination and efficiency in working with partners and other agencies, many of whom are the same for each local authority;
- Greater coordination and efficiency in common and challenging service areas such as drugs, alcohol and mental health;
- Reduced duplication in joint working such as with health services and the police;

Risks

- The need to ensure sufficient capacity to manage the range and scale of service issues;
- The capacity to manage the delivery of multiple areas across two local authority areas;
- The wider scope and responsibilities of the shared role;
- Succession planning to ensure there are sufficient experienced managers and leaders within the service and ensuring continuity over time;
- Disruption during the transition period;
- Sustaining good communications, effective relationships, and sound partnership working from both services into new shared arrangements;

Mitigation

- Although it is for the leader of the councils to decide, it is recommended that the councils retain separate responsibilities for children and adults in particular with a lead member or through a committee process. This will retain appropriate levels of sovereignty, support and scrutiny;
- Sufficient capacity is being maintained below the service director role. It is particularly important to appoint assistant directors in each local authority to each area.
- A review should take place as a 'light touch' after six months and a repeat test of local assurance should take place after 12 months.

JOB DESCRIPTION

Job Title: Service Director - Education

Job Holder:

**Reports to:
(Name & Title)** Shared Executive/Corporate Director (People & Communities/CFA)
.....

1. Job Purpose:

For education, in the developing national context, the role of both Councils is to work as partners with the school education system of the future and as champions for children, parents/carers and the local community to:

- Ensure every child has a setting/school place in the state sector whose parents/carers want them to have one;
- Ensure the needs of vulnerable pupils are met;
- Act as champions for all parents, children and families.

To lead and be responsible for developing and agreeing a shared underpinning framework for local authority education functions that encompasses school improvement and wider work to support children and families.

This work will include:

- Reviewing existing partnership activities to remove duplication, cease activities that can be discontinued, and to identify new priority functions;
- Establishing a partnership body to set the vision, strategy, and delivery model for school improvement, ensuring that the partnership promotes challenge and accountability for the outcomes for all children;
- Establishing and leading on arrangements for joint policy development, communication and consultation;
- Brokering and enabling the development of MATs/Federations as an investment in sustainable school improvement capacity;
- Overseeing a single school improvement offer that combines traded services, the CPD offer from TSAs, a directory of best practice, and communities of interest;
- Providing the necessary professional support to enable members to scrutinise performance and hold individual settings/schools, MATs and the partnership board to account;

In the local context, key priorities across the two areas are to:

- accelerate improvement in educational attainment, progress and quality in all phases especially, but not only, for disadvantaged vulnerable groups;
- enhance the pace and purpose of a coherent self-improving school system;

- clarify and promote the council's' views on governance, funding and key 'policy issues' such as academy status and the development of multi-academy trusts;
- establish joint arrangements for the local authority Education functions that promote shared learning and innovation, improve effectiveness, ensure capacity and sustainability, and achieve efficiencies and savings;
- enable schools to make a full contribution to work with vulnerable children and families.

The Service Director role will have a responsibility to drive change and improvement across the two local authorities. To achieve these aims, the Service Director will lead the following services:

- School organisation planning
- School Intervention delivery/commissioning
- Admissions
- Virtual School
- SEND (PCC)
- Catering and Cleaning (CCC)
- Curriculum Teaching and Leadership
- Early Years
- Pupil Referral Unit (PCC)
- Home Education.

The Service Director will be expected to liaise closely with:

- The Regional Schools Commissioner;
- The Senior Regional HMI;
- Multi-academy trusts, trusts and governing bodies;
- Federations and school partnerships;
- Elected members;
- Headteacher groups.
- Teaching schools

2. Dimensions:

The Service Director for Education is a Tier 2 post reporting directly to the Shared Executive/Corporate Director (People & Communities/CFA) and the post holder is a full member of the Departmental Management Team with a personal responsibility for driving strategy and performance and identifying and championing the delivery of the departmental and corporate vision and strategy with partners, community representatives, peer colleagues, Elected Members and all employees

The postholder is responsible for 7 permanent direct reports, including:

- 2x Assistant Directors for Education

Additionally responsible for a workforce of approximately 1,366 (Cambridgeshire) of which 798 are Catering and Cleaning Service staff, plus 252 headcount staff (Peterborough).

To be responsible for a budget of £35m gross which includes staff salaries and service delivery budgets.

To continually review and reshape service delivery to achieve financial efficiencies and maximise opportunities for income generation, whilst maintaining the highest standards of service delivery.

To ensure the effective management and deployment of all appropriate budgets in line with agreed financial processes, envelopes and savings, including contract budgets where appropriate.

3. Principal Accountabilities / Responsibilities:

- Ensure clear strategic direction across both authorities with coherence between functions and responsibilities, established through service and organisational plans and within the resources allocated with the aim of achieving business objectives, enabling transformation and delivering performance improvements.
- Act as the Council's' service lead on all Education property issues.
- Ensure that all the Council's' statutory obligations relating to Education are met.
- To undertake any other duties and responsibilities (including taking a lead responsibility for particular issues and projects) as may be required by the Shared Executive/Corporate Director (People & Communities/CFA).
- Provide professional leadership to promote and ensure the cultural change required so that schools and other providers aspire to high educational standards and a culture of continuous improvement across the authorities.
- Ensure that the Committees/Cabinets, Councils, Schools Forums, Admissions Forums and SACREs receive appropriate advice and are compliant with all statutory requirements and relevant guidance relating to all LA duties relating to education and all other matters relevant to their portfolio.
- Lead the Council's' contribution to school improvement to secure a local system delivering good progress and improvement in schools and settings.
- Provide professional educational leadership & influence for key developments involving schools including advising the councils on education matters relating to school developments.
- Lead on strategic developments regarding children with SEN / disabilities and other vulnerable groups including LAC, and the Council's' inclusion strategies.
- Liaise with early years education to promote higher standards of provision and outcomes.
- Promote and maintain effective consultation mechanisms with schools, including MATs, Federations, heads, chairs, teacher unions and professional associations, and school governors.
- Ensure resources are deployed effectively and the budget, overall, is kept within balance in order to meet the Council's' visions, aims and priorities.
- Work to ensure the effectiveness of the Schools Forum.
- Maintain appropriate mechanisms to enable users and partners to be actively involved in planning and developing services.
- Provide appropriate professional advice to the Local Safeguarding Children Boards, and other multi-agency arrangements as appropriate.
- Be responsible for statutory requirements and making a contribution to the corporate performance agenda, putting children, young people, families and schools at the heart of decision-making and service improvement.
- Champion equality and diversity agenda within Education.
- Develop staff and maximise their potential, ensuring regular assessment and Performance Reviews to identify and action training and development needs.
- Ensure the Council meets its statutory responsibilities in accordance with the Health and Safety at Work Act 1970.
- Lead on all education performance matters in relation to local authority inspection

and regulatory regimes.

- Take lead responsibility as directed by the Shared Corporate/Executive Director in representing Peterborough and Cambridgeshire Councils regionally and nationally on education, school improvement and learning and other issues as required.
- To anticipate and manage trends and changes in the operating environment and plan to meet these changes in order to provide best value for service users.
- To promote, develop and manage effective partnership working and strategic alliances with internal and external stakeholders including authorities, schools, partner organisations and other agencies in order to achieve continuous improvement in the provision of services and input into policy developments in own area of expertise.
- To be accountable for the results and improvement in performance of the specific service area.
- To ensure a very close working relationship is developed and maintained with the Shared Corporate/Executive Director in order to achieve the strategic priorities of the Councils. This reporting relationship will therefore include regular meetings which could be as often as fortnightly during periods where projects of exceptional importance to the Councils are in critical phases of implementation.
- To have accountability for all day to day decision making within the Service Director's area of the Directorate. This includes decisions relating to all aspects of service design, commissioning and delivery.
- To operate with a high degree of autonomy in relation to strategic decisions that have implications for other organisations across Cambridgeshire and Peterborough but will ensure that all such decisions are communicated in good time to the Corporate/Executive Director in order that any other activities or priorities can be taken fully into account.
- The postholder will be both the professional and corporate lead on these areas and will both be responsible for devising and delivering strategies and activities under the policy framework set by both Councils and also Central Government requirements/constraints.

Leadership

- To ensure that Cambridgeshire County and Peterborough City Council's perform their duties and functions in fulfilment of their statutory obligations. In pursuit of this responsibility, the Service Director will need to ensure that they and their relevant staff keep abreast of the Council's' changing legal obligations and mandates.
- To ensure managerial and strategic leadership of those services and functions that are set within the direction of this post as well as for Council services corporately.
- To provide inspirational leadership to a diverse, multidisciplinary workforce, driving customer focused service delivery, embedding a culture of change, continuous improvement, common professional standards and excellent people engagement and management and ensuring that the Councils meet their statutory obligations in relation to all aspects of equalities legislation.
- To promote managerial responsibility for cross-organisational team working, and across boundaries with other agencies and partners, to improve services and solve problems in a coherent and integrated manner.
- To specifically develop and maintain strong, effective and meaningful relationships with all district and parish councils across Cambridgeshire and Peterborough in pursuit of the overall objectives for the post.
- To seek opportunities with and between all councils in Cambridgeshire and Peterborough for collaboration and alignment where there is recognised benefit and added value, and/or where such arrangements support devolution.
- To ensure that relevant and best professional advice, guidance and information is available in an intelligible and timely fashion to the Cabinet, Committees, Scrutiny, all elected Members, as well as to other stakeholders.
- To sustain and improve the overall reputation of Cambridgeshire County and Peterborough City Councils and act in the best interests of Cambridgeshire and

- Peterborough through effective representation locally, regionally and nationally.
- To provide leadership within the organisations and across the wider partnerships, embedding a performance culture that inspires a sense of purpose and celebrates the strength of the cultural diversity of Cambridgeshire and Peterborough and of the workforce and that challenges discriminatory behaviours.
- The Service Director will deputise for the Shared Executive/Corporate Director as required.

Performance and Risk Management

- To develop and embed a performance culture that delivers results through rigorous open challenge, personal accountability, disciplined execution and continual improvement.
- To ensure that all services/functions are delivered within and to budget and meet any identified and agreed savings targets.
- To provide managerial and strategic leadership to the improvement of corporate and service performance by ensuring that resources are targeted on the Council's priorities and meeting customer needs.
- To improve the overall management of resources [financial, human and other] in serving the public of Cambridgeshire and Peterborough. To discover new ways to reduce the cost of services to taxpayers and their overall productivity and value for money to service users through a range of approaches, including:
 - The strategic re-design of services and their costs
 - The use of business and operational process improvements
 - The smarter use of supply [through out-sourcing, co-sourcing and insourcing where appropriate]
 - The use of incentivisation approaches such as payment by results
 - The better use of demand management
 - Improved asset management
 - Identification of income generation opportunities
- To ensure that all activities within the Directorates contribute to the building of the Cambridgeshire and Peterborough brands and enhance the overall reputation of the Councils.
- To ensure that effective risk management arrangements are in place to minimise the Council's exposure to risk and uncertainty.
- To promote and ensure compliance with policies and procedures, all Statements of Required Practice for managers and the Council's Codes of Conduct.
- To take an active role in promoting and ensuring the Council's responsibilities for safeguarding are met.

4. Job Knowledge, Skills & Experience

Knowledge

- Degree or equivalent and extensive experience of the inspection and regulatory framework for schools and settings and the inspection regimes for wider children's services.
- Extensive knowledge of the statutory and regulatory base for education.
- A relevant and recognised management qualification is desirable.

Skills

- An ability to relate to and win the confidence, trust and respect of Members, colleagues, partners and the wider community.
- Excellent management and leadership skills, which encourage commitment from others and promote a positive, motivated service culture.

- Excellent communication skills and the ability to communicate complex information both orally and in writing in a clear articulate and balanced way to a variety of audiences.
- Excellent negotiation skills and an ability to influence outcomes through reasoning, persuasion and tact.
- Strategic and logical thinker and decision-maker able to provide practical and creative solutions to the management of partnership and directorate issues.
- High intellectual and analytical abilities; able to assimilate and analyse information quickly, identifying issues, priorities and solutions and using effective models, techniques and resources to resolve issues.
- Strong financial and budgetary awareness with the ability to manage finance and wider resources within a strong performance management culture.
- Ability to use information technology to improve service delivery and reduce costs.
- Demonstrable continuous development and improvement of own leadership and professional practice.
- The ability to identify opportunities through multi-agency working that deliver improvements.
- Excellent grasp of National and local agenda for education and services for children and young people.
- An inspiring leader, who demonstrates commitment to the Council's' vision, mission and overall direction.
- Personal drive and tenacity to motivate, empower and support individuals and teams to achieve the Council's' objectives.
- Able to build and develop good relationship with a wide-range of partners and use excellent influencing skills.
- Confident and willing to challenge traditional assumptions and provide evidence to support change and drive forward improved ways of working.
- Enthusiastic, energetic and resilient with a high level of self-determination to meet the needs of children and carers.
- Action-oriented, able to demonstrate a readiness to make decisions, take the initiative and originate action.
- Politically aware and sensitive, with an ability to make progress in complex policy areas.
- Committed to self-development and development of others.
- Able to adapt successfully to changing requirements, constraints and resources.

Experience

- Evidence of successfully working in a head of service role across Education, in a complex stakeholder environment (either in local government or other large and complex organisations).
- Evidence of generating cultural change, gaining commitment and buy-in to common priorities from a wide range of partners.
- Proven track record of strategic policy formulation, decision making and resource allocation and of problem solving and meeting objectives at a directorate level.
- Evidence of successful partnership development or delivery through partnerships including an ability to work with local partners to develop joint strategies for implementing government requirements and local service.
- Experience of partnership and multi-agency working to improve schools, pupil referral units and outcomes for children and young people, particularly vulnerable children and children in care.
- Demonstrated evidence of significant service improvement through managing change including staff engagement, capacity building, workforce modernisation and organisational reform.
- Experience of working effectively in a political environment and of winning the confidence of elected members.
- Significant experience of the preparation, management and control of budgets for a complex service area, ensuring prioritising and targeting of resources to achieve

maximum value for money and income generation.

- Experience of driving performance management using appropriate quality and management methods and models to deliver efficient and effective services through collaborative working.
- Evidence of personal commitment to diversity in the workplace and in the shaping of service outcomes and of leading improvement within and across education and schools.
- A track record of innovative and different delivery mechanisms

5. Job Context:

The role operates across two partner Councils, Peterborough & Cambridgeshire under a single management structure. The Services for which the postholder is responsible are accountable to both Councils but the role has a key responsibility in ensuring that the benefits of shared and collaborative working across both Councils and partner organisations are realised and that fiscal and service performance is constantly improved.

For education, in the developing national context, the role of both Councils is to work as partners with the school education system of the future and as champions for parents/carers and the local community.

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

6. Job Challenges:

In times when resources are being reduced in the Councils and across the wider public sector the principal challenge is to ensure that services continue to deliver high performance and improvements in outcomes. In particular:

- The Service Director role will have a responsibility to drive change and improvement across the two local authorities and specifically to sustain and improve the overall reputation of Cambridgeshire County and Peterborough City Councils and act in the best interests of Cambridgeshire and Peterborough through effective representation locally, regionally and nationally.
- The role will anticipate and manage trends and changes in the operating environment and plan to meet these changes in order to provide best value for service users.
- The postholder will promote, develop and manage effective partnership working and strategic alliances with internal and external stakeholders including authorities, schools, partner organisations and other agencies in order to achieve continuous improvement in the provision of services and input into policy developments in own area of expertise.
- The role will improve the overall management of resources [financial, human and other] in serving the public of Cambridgeshire and Peterborough. To discover new ways to reduce the cost of services to taxpayers and their overall productivity and value for money to service users through a range of approaches.
- The postholder will ensure that all activities within the Directorates contribute to the building of the Cambridgeshire and Peterborough brands and enhance the overall reputation of the Councils.

7. Key Relationships:

Relationship with line manager – Shared Corporate Director (People & Communities/CFA)

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 take place minimum monthly. Extended Departmental Management Team meetings chaired by the Shared Corporate Director (People & Communities/CFA) take place fortnightly. Other meetings are arranged with the Shared Executive/Corporate Director (People & Communities/CFA) 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.

Assistant Directors have direct access to the Service Director on an ad hoc basis and contact may be more frequent depending on operational issues.

In addition, there are frequently high profile, high risk operational matters which are brought to the attention of the Service Director on a need to know basis where advice and guidance are needed for Assistant Directors and for which the post holder is responsible for informing the Shared Corporate Director (People & Communities/CFA) and where necessary providing advice and guidance to chief officers.

Other contacts:

1. Regular contact with a range of regional and government officers, including those from the Regional Commissioner's Office, Department of Education, OfSTED and in relation to national strategic developments, performance assessment, and inspection and regulatory functions.
2. Elected Members: contact on at least a monthly basis both formally and informally with a range of elected members, including:
 - Cabinet Members
 - Committee Chairs
 - Group Leaders and Spokespersons
 - Chairs and Members of committees
 - Ward Members
3. Contacts outside the department: regular engagement with chief and senior officers in partner organisations and other councils.
4. Contacts within the Education sector: Regional Schools Commissioner; Senior Regional HMI; Multi-academy trusts, trusts and governing bodies; Federations and school partnerships; Headteacher groups

8. Key Relationships Decision Making Authority:

- Takes all strategic and operational decisions relating to the Service with reference to the Shared Executive/Corporate Director (People & Communities/CFA) if appropriate and relevant, who is kept informed of high profile matters on a need to know basis.

- Informs and/or consults the Shared Executive/Corporate Director (People & Communities/CFA) and Portfolio Holder/Lead Spokesperson about all politically sensitive and complex matters relating to the business of the department.
- Takes responsibility for the development of strategic business and financial plans for the department in the context of a collaborative corporate and departmental planning framework.
- Takes responsibility for the financial decisions within the overall budget responsibility and corporate standing orders and financial regulations.
- Makes recommendations to the Shared Corporate Director (People & Communities/CFA) in relation to strategic policy and planning of the Directorate, defining priorities, and developing plans in response to those priorities.
- Contributes to the strategic development of the Directorate as a member of the Senior Leadership Team.

9. Additional Information:

This post is politically restricted under the Local Government and Housing Act 1989, as amended by the Local Democracy, Economic Development and Construction Act 2009 and the post holder may not have any active political role either in or outside work.

The role requires energy, enthusiasm, high motivation, expertise, flexibility and adaptability and continues to change in response to the changing national agenda.

JOB DESCRIPTION

Job Title: Service Director - Community & Safety Services

Job Holder:

Reports to: Shared Corporate Director (People & Communities/CFA)
(Name & Title)

1. Job Purpose:

The Service Director is responsible for leading and developing services whose primary focus is to build and sustain community resilience and to reduce and manage demand for more costly and/or complex interventions across the public sector.

Leading in close partnership with colleagues and councillors across the county, district, unitary and parish council structures and the wider partnerships the Service Director will ensure delivery against agreed corporate and partnership strategies including but not limited to community strategies, community safety plans, youth justice board plans, housing strategies, and skills strategies.

Additionally the Service Director will work with all councils across Cambridgeshire and Peterborough to seek and lead opportunities for collaboration and alignment in both commissioning and delivery arrangements where such arrangements add value, increase benefits to councils and communities and support the principles and delivery of Devolution.

To achieve these aims, the Service Director will lead the following services:

- Community safety, including countywide governance arrangements
- Youth offending, targeted youth work, and NEET services.
- Strategic housing including housing needs, housing programmes (DFG and RAG) and empty homes, and ensuring that everybody has access to a safe, warm and affordable home (PCC)
- Home services in Peterborough including the Care and Repair home improvement agency.
- Adult skills and employment, including relevant aspects of Devolution and ensuring skills development drives economic and social sustainability (PCC)
- Community cohesion and social inclusion including community assistance, welfare reform, migration and refugees
- Community resilience including community serve and locality based interventions (PCC)
- Domestic abuse and sexual violence commissioning and delivery.

In addition, the Service Director will:

- lead joined-up approaches that enable citizens and communities to thrive through

being able to access advice, help and community-based services, ensuring that demand for higher risk services and support is reduced and managed

- work closely with district council colleagues to ensure effective collaboration in service design and delivery to benefit all communities across Cambridgeshire and Peterborough
- work closely with public and private sector partners to achieve common goals including improving life chances, reducing inequalities and improving opportunities for communities
- ensure services meet evidenced community need, and that communities are supported, empowered and given the tools to help themselves
- lead on the development and establishment of strategies that identify individual, household and community-wide difficulties and challenges early, and ensure that services are developed and delivered that prevent these from escalating
- lead, develop, manage and direct community and safety services ensuring the highest possible quality of service is delivered or commissioned within the resources available and that all services promote independence, choice and engagement of people and communities. This to be achieved through leading on collaboration with district councils, the Police and Crime Commissioner and senior operational Police staff
- lead for both councils on the countywide governance arrangements for community safety, ensuring that the needs of victims, witnesses, offenders and vulnerable locations are identified and managed, including where there are links to substance misuse and mental health
- lead on relevant aspects of Devolution for Cambridgeshire and Peterborough, particularly relating to community, safety, skills, employability and housing delivery
- lead on a range of targeted and universal solutions to challenges affecting communities through enabling collaboration, innovation and transformation across the councils and between partners, leading on the development of new and innovative programmes of work or delivery arrangements
- lead aspects of the council's community resilience building work in line with local and national strategies and policies
- promote and safeguard the welfare of vulnerable people, including victims of crime, ASB, domestic abuse and sexual violence, ensuring this principle, culture and practice is embedded throughout all council services, including stakeholders and partners in compliance with national and local procedures and protocols
- be a full participating member of the Departmental Management Team driving strategy and performance and identifying and championing the delivery of the departmental and corporate vision and strategy with partners, community representatives, DMT colleagues and all employees
- be the senior adviser to councillors, colleagues and others on all aspects of the subject matter relevant to the role, identifying solutions and opportunities at all times

2. Dimensions:

Organisation

The Service Director for Community and Safety Services is a Tier 2 post reporting directly to the Shared Executive/Corporate Director (People & Communities/CFA) and the post holder is a full member of the Departmental Management Team with a personal responsibility for driving strategy and performance and identifying and championing the delivery of the departmental and corporate vision and strategy with partners, community representatives, peer colleagues, Elected Members and all employees.

The Service Director will act as the Deputy Corporate Director for People and Communities for Peterborough.

The postholder is responsible for seven permanent direct reports, including:

- Assistant Director for Communities (PCC/CCC)
- Assistant Director for Prevention and Enforcement Services (PCC)
- Assistant Director for Skills and Employment (PCC)
- Head of Service for Housing (PCC)
- Head of Community Cohesion (PCC/CCC)
- Senior Policy Managers x 2 (PCC/CCC)

Additionally responsible for a workforce of approximately 510 staff employed by both Councils.

Financial Responsibilities and Accountabilities

To be responsible for a budget of c.30m which includes staff salaries and service delivery budgets.

Additionally, responsible for contributing to reducing spend in relation to statutory services including adult and children's social care.

To continually review and reshape service delivery to achieve financial efficiencies and maximise opportunities for income generation, whilst maintaining the highest standards of service delivery.

To ensure the effective management and deployment of all appropriate commissioning budgets in line with agreed financial processes, envelopes and savings, including contract budgets for people services and pooled budgets where appropriate.

3. Principal Accountabilities / Responsibilities:

The Service Director is responsible for leading, reviewing and managing services whose primary focus is to build and sustain community resilience and to reduce and manage demand for more costly and/or complex interventions across the public sector.

Delivering in close partnership with colleagues and councillors across the county, district, unitary and parish council structures and the wider public, private and not for profit sectors, the Service Director will ensure delivery against agreed corporate and partnership strategies including but not limited to community strategies, community safety plans, youth justice board plans, housing strategies, skills strategies and social care strategies.

Additionally the Service Director will work with all councils across Cambridgeshire to seek and lead opportunities for collaboration and alignment in both commissioning and delivery arrangements where such arrangements add value, increase benefits to councils and communities and support the principles and delivery of Devolution.

To achieve these aims, the Service Director will lead the following services:

- Community safety including the Prevention and Enforcement Service
- Targeted youth support including youth offending (PCC&CCC), targeted youth work, NEET services (PCC)
- Strategic housing including housing needs, housing programmes (DFG and RAG) and empty homes (PCC)
- Home services in Peterborough including the Care and Repair home improvement agency, (PCC)
- Adult skills and employment (PCC)

- Community cohesion and social inclusion including community assistance, welfare reform, migration and refugees
- Community resilience including community serve and locality based interventions (PCC)

Leadership

- To ensure that Cambridgeshire County and Peterborough City Councils perform their duties and functions in fulfilment of their statutory obligations. In pursuit of this responsibility, the Service Director will need to ensure that they and their relevant staff keep abreast of the Councils' changing legal obligations and mandates.
- To ensure managerial and strategic leadership of those services and functions that are set within the direction of this post as well as for Council services corporately.
- To provide inspirational leadership to a diverse, multidisciplinary workforce, driving customer focused service delivery, embedding a culture of change, continuous improvement, common professional standards and excellent people engagement and management and ensuring that the Councils meet their statutory obligations in relation to all aspects of equalities legislation.
- To promote managerial responsibility for cross-organisational team working, and across boundaries with other agencies and partners, to improve services and solve problems in a coherent, innovative, cost effective and integrated manner.
- To specifically develop and maintain strong, effective and meaningful relationships with all district and parish councils across Cambridgeshire and Peterborough in pursuit of the overall objectives for the post.
- To seek opportunities with and between all councils in Cambridgeshire and Peterborough for collaboration and alignment where there is recognised benefit and added value, and/or where such arrangements support devolution.
- To ensure that relevant and best professional advice, guidance and information is available in an intelligible and timely fashion to the Cabinet, Committees, Scrutiny, all elected Members, as well as to other stakeholders.
- To sustain and improve the overall reputation of Cambridgeshire County and Peterborough City Councils and act in the best interests of Cambridgeshire and Peterborough through effective representation locally, regionally and nationally.
- To provide leadership within the organisations and across the wider partnerships, embedding a performance culture that inspires a sense of purpose and celebrates the strength of the cultural diversity of Cambridgeshire and Peterborough and of the workforce and that challenges discriminatory behaviours.
- To act as the Deputy Corporate Director for People and Communities in Peterborough.
- To enable and actively encourage innovation and creativity across the services managed and commissioned, continuously pushing the boundaries of practice and operation to improve efficiency and customer experience.
- To support the Corporate/Executive Director in building and maintaining effective partnerships with and between local statutory and voluntary organisations as well as the independent and private sector operating in the adults, children and communities sector, seeking to embed joint approaches to meeting the needs of the people of Cambridgeshire and Peterborough wherever possible.
- To lead the development and shaping of all strategies and policies relevant to the role.
- To lead the development of the community resilience and participation framework to ensure that needs and challenges are identified early and to enable appropriate services to be provided.
- To lead relevant partnerships that ensure effective collaboration and service delivery, and that inform and respond to commissioning requirements and decisions.
- To provide leadership, professional responsibility and accountability for the quality, sufficiency, sustainability and value for money of all services.

- To ensure that services deliver sustained improvements in performance as demonstrated by measurable outcomes based on reduced levels of dependency, increased levels of choice and control by communities in line with evidenced need and aspirations as well as those of other stakeholders, while improving value for money.
- To ensure that the voice of individuals, households and communities is heard at every level within the organisation and within partnership arrangements.
- To undertake any other duties and responsibilities [including taking a lead responsibility for particular issues and projects] as may be required by the Corporate/Executive Director.

Performance and Risk Management

- To develop and embed a performance culture that delivers results through rigorous open challenge, personal accountability, disciplined execution and continual improvement.
- To ensure that all services/functions are delivered within and to budget and meet any identified and agreed savings targets.
- To provide managerial and strategic leadership to the improvement of corporate and service performance by ensuring that resources are targeted on the Councils' priorities and on meeting customer needs.
- To improve the overall management of resources [financial, human and other] in serving the public of Cambridgeshire and Peterborough. To discover new ways to reduce the cost of services to taxpayers and their overall productivity and value for money to service users through a range of approaches, including:
 - The strategic re-design of services and their costs
 - The use of business and operational process improvements
 - The smarter use of supply [through out-sourcing, co-sourcing and in-sourcing where appropriate]
 - The use of incentivisation approaches such as payment by results
 - The better use of demand management
 - Improved asset management
 - Identification of income generation opportunities
- To ensure that all activities within the Directorates contribute to the building of the Cambridgeshire and Peterborough brands and enhance the overall reputation of the Councils.
- To ensure that effective risk management arrangements are in place to minimise the Councils exposure to risk and uncertainty.
- To promote and ensure compliance with policies and procedures, all Statements of Required Practice for managers and the Councils Codes of Conduct.
- To take an active role in promoting and ensuring the Councils responsibilities for safeguarding are met.

Financial Management

- To continually review and reshape service delivery to achieve financial efficiencies and maximise opportunities for income generation, whilst maintaining the highest standards of service delivery.
- To ensure the effective management and deployment of all appropriate commissioning budgets in line with agreed financial processes, envelopes and savings, including contract budgets for people services and pooled budgets where appropriate.
- To lead on service transformation across the directorate to achieve direct financial savings, indirect efficiencies and improvements to outcomes for communities.

5. Job Knowledge, Skills & Experience

Job Knowledge

- Qualified to degree level or equivalent by experience.
- Thorough understanding of the principal responsibilities and key challenges facing Local Government in the effective commissioning and delivery of people services and the appropriate role to be played by the providers of services other than Local Authorities.
- Thorough understanding of the role of communities in local democracy, and of the tools and powers available to provide the right opportunities for communities to actively participate in society.
- Good knowledge of best practice methodologies, local, regional and national policy developments and stakeholder knowledge to enable effective collaboration and commissioning arrangements.
- Strong appreciation of the varying needs of a diverse community.
- Strong understanding of social policy and the impacts of social exclusion in society.

Skills

- Ability to relate to and win the confidence, trust and respect of Members, colleagues, partners and the wider community.
- Excellent leadership skills, which encourage commitment from others and promote a positive, motivated organisational culture.
- Excellent communication skills and the ability to communicate complex information both orally and in writing in a clear articulate and balanced way to a variety of audiences.
- Excellent negotiation skills and an ability to influence outcomes through reasoning, persuasion and tact.
- Strategic and logical thinker and decision-maker able to provide practical and creative solutions to the management of partnership, corporate and directorate issues.
- High intellectual and analytical abilities; able to assimilate and analyse information quickly, identifying issues, priorities and solutions and using effective models, techniques and resources to resolve issues.
- Strong financial and budgetary awareness with the ability to manage finance and wider resources within a strong performance management culture.
Ability to use information technology to improve service delivery and reduce costs.
- Demonstrable continuous development and improvement of own leadership and professional practice.

Experience

- Extensive experience of managing housing related services at a senior level.
- Extensive experience of managing community cohesion services at a senior level.
- Extensive experience and proven track record at senior management level of successfully developing and delivering community safety services, including joint commissioning and collaboration with partners, in a complex stakeholder environment [either in local government or other large and complex organisations].
- Extensive experience of providing leadership and direction to and across a diverse range of services.
- Evidence of developing and encouraging innovative ideas to drive improvement in the delivery of services.
- Demonstrable evidence of listening and responding to the voice of those who use services, their families and carers.
- Proven experience of influencing strategic policy direction within large complex organisations such as local authorities.

- Experience of contract specification and supervision, delivering and managing shared services and cross functional project working.
- Proven track record of leading strategic policy formulation, decision making and resource allocation and of problem solving and meeting objectives at a service directorate level.
- Evidence of successful partnership development or delivery through partnerships including an ability to work with local partners to develop joint strategies for implementing government requirements and local services.
- Demonstrable evidence of significant service improvement through managing change including staff engagement, capacity building, workforce modernisation and organisational reform.
- Experience of working effectively in a political environment, demonstrating high levels of political awareness, sensitivity, confidentiality and understanding and the ability to translate that into delivering the agendas of the administration and winning the confidence of elected members and external stakeholders.
- Significant experience of the preparation, management and control of budgets for large, complex organisations, ensuring prioritising and targeting of resources to achieve maximum value for money and income generation and maintaining customer care.
- Experience of driving performance management using appropriate quality and management methods and models to deliver efficient and effective services through collaborative working.
- Evidence of personal commitment to diversity in the workplace and in the shaping of service outcomes.

6 Job Context:

Operational

- To anticipate and manage trends and changes in the operating environment and plan to meet these changes in order to provide best value for service users.
- To promote, develop and manage effective partnership working and strategic alliances with internal and external stakeholders including authorities, partner organisations and other agencies in order to achieve continuous improvement in the provision of services and input into policy developments in own area of expertise.
- To have the corporate lead on all services within the portfolio of the role.
- To lead the development of effective Partnership Boards.
- To facilitate partnership arrangements between and across the public, not for profit and private sectors, adopting an integrative approach working with colleagues across the various agencies.
- To be responsible for the delivery of safe and effective outcomes for internally and externally commissioned services.
- To have lead accountability for delivering the Councils' ambition to position communities at the heart of our commissioning and decision making frameworks, and for ensuring difficulties in communities are identified early and services put in place to prevent them from escalating.
- To lead on key aspects of the devolution agenda for Cambridgeshire and Peterborough.
- To be accountable for the results and improvement in performance of the specific service area.
- To ensure the principle of co-production is adopted wherever possible, and that the voice of service users and whole communities and other key stakeholders influences the strategic design, performance management and review of commissioned and delivered services.
- To ensure a very close working relationship is developed and maintained with the Corporate/Executive Director in order to achieve the strategic priorities of the Councils.
- To play a key influencing role in respect of the statutory, independent, voluntary and

private sector organisations that operate within local communities. This will require regular attendance and membership [where appropriate] at board level meetings, and regular engagement within and leadership of key stakeholder events and public events.

- To have accountability for all day to day decision making within the Service Director's portfolio. This includes decisions relating to all aspects of service design, commissioning and delivery affecting individuals, households and communities.
- To operate with a high degree of autonomy in relation to strategic decisions that have implications for other organisations across Cambridgeshire and Peterborough but will ensure that all such decisions are communicated in good time to the Corporate/Executive Director in order that any other activities or priorities can be taken fully into account.
- To fulfil the role of Deputy Corporate Director for People and Communities in Peterborough, acting on behalf of the substantive postholder whenever required.

Environment

- The post holder will need to operate in a political environment with different political groups – being aware of and taking into account political considerations when giving advice, yet remaining politically neutral at all times.
- The post holder will be required to advise the administration (particularly Cabinet and Committee members) on how to achieve their priorities, yet also be able to provide advice to opposition groups as to how to challenge should they wish to do so. This requires careful handling to ensure all groups maintain confidence in the Service Director's impartiality.
- As the Councils change shape and available resources and budgets reduce, it is a constant challenge firstly to be able to continue to deliver services, but also to ensure that the Councils are legally compliant in the services that they are able to deliver with reduced resources, avoiding legal challenge as far as possible

Framework

- The directorate works within a complex statutory framework for delivering integrated services to communities. In addition the framework is highly regulated and subject to significant inspection and monitoring by statutory agencies such as OfSTED, CQC and HMIC.

7. Job Challenges:

In times when resources are being reduced 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'
- Ensuring that services directly and indirectly reduce demand for more expensive or more complex services across the public sector
- Achieving further integration of services and increasing multi-agency engagement in all services where it adds value
- Ensuring that the workforce is recruited, trained and sufficiently skilled to deliver the complex change agenda and that professional groups regarded as in short supply nationally are attracted to work in Cambridgeshire and Peterborough
- 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 and communities

8 Key Relationships:

Relationship with line manager – Shared Corporate Director (People & Communities/CFA)

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 take place minimum monthly. Extended Departmental Management Team meetings chaired by the Shared Corporate Director (People & Communities/CFA) take place fortnightly. Other meetings are arranged with the Shared Corporate Director (People & Communities/CFA) 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.

Assistant Directors have direct access to the Service Director on an ad hoc basis and contact may be more frequent depending on operational issues.

In addition, there are frequently high profile, high risk operational matters which are brought to the attention of the Service Director on a need to know basis where advice and guidance are needed for Assistant Directors and for which the post holder is responsible for informing the Shared Executive/Corporate Director (People & Communities/CFA) and where necessary providing advice and guidance to chief officers.

Other contacts:

Wide range of internal and external contacts including directors, senior managers, elected Members, district and parish councils, professional bodies, partner organisations at Chief Executive and Director level and government functions involving the use of a wide range of interpersonal skills.

Frequent contact from elected members, MP's & MEP's, including out of normal working hours.

Frequent contacts with the press and media both locally and nationally.

Regular contact with a range of regional and government officers in relation to national strategic developments, performance assessment, and inspection and regulatory functions.

9. Key Relationships Decision Making Authority:

This post:

- Takes all strategic and operational decisions relating to the Service with reference to the Shared Executive/Corporate Director (People & Communities/CFA) if appropriate and relevant, who is kept informed of high profile matters on a need to know basis.
- Informs and/or consults the Shared Executive/Corporate Director (People & Communities/CFA) and Portfolio Holder/Lead Spokesperson about all politically sensitive and complex matters relating to the business of the department.
- Takes responsibility for the development of strategic business and financial plans for the department in the context of a collaborative corporate and departmental planning framework.

- Takes responsibility for the financial decisions within the overall budget responsibility and corporate standing orders and financial regulations.
- Makes recommendations to the Shared Executive/Corporate Director (People & Communities/CFA) in relation to strategic policy and planning of the Directorate, defining priorities, and developing plans in response to those priorities.
- Contributes to the strategic development of the Directorate as a member of the Senior Leadership Team.
- Acts as the Deputy Corporate Director for People and Communities in Peterborough and is authorised to make decisions in relation to this role when acting in this capacity.

10. Additional Information:

This post is politically restricted under the Local Government and Housing Act 1989, as amended by the Local Democracy, Economic Development and Construction Act 2009 and the post holder may not have any active political role either in or outside work.

The role requires energy, enthusiasm, high motivation, expertise, flexibility and adaptability and continues to change in response to the changing national agenda.

JOB DESCRIPTION

Job Title: Service Director - Commissioning

Job Holder: -----

**Reports to:
(Name & Title)** Shared Corporate Director (People & Communities/CFA)

1. Job Purpose:

Taking a leadership role but working in close partnership, this post incorporates both Councils responsibilities relating to quality and commissioning of social care and people services for children, young people, individual adults and their families and carers. It is responsible for commissioning effective, efficient and safe services that represent best value. Social Care is broadly defined in this instance as the care, protection, support, welfare and advocacy of vulnerable or dependent people, individually or in groups.

To achieve these aims, the Service Director will lead on the commissioning of the following services:

- Adult services, including Older People, Carers, Sensory Impairment, Learning Disabilities, Autism and Mental Health.
- Children's services, including Health and Wellbeing, complex Educational needs, Community Health, Healthy Child Programme, School Nursing, Health Visiting
- Early Help services and integrated Processes for children, young people and adults.
- Public Health Service, including sexual health, domestic abuse and sexual violence.

To be a full participating member across both Council's Departmental Management Team (DMT) driving strategy and performance and identifying and championing the delivery of the directorate's vision and strategy with partners, community representatives, DMT colleagues and all employees.

2. Dimensions:

The Service Director for Commissioning is a Tier 2 post reporting directly to the Shared Executive/Corporate Director (People & Communities/CFA) and the post holder is a full member of the Departmental Management Team with a personal responsibility for driving strategy and performance and identifying and championing the delivery of the departmental and corporate vision and strategy with partners, community representatives, peer colleagues, Elected Members and all employees

The postholder is responsible for 2 direct reports: 2 x Assistant Director (CCC & PCC)

Additionally responsible for a workforce of approximately 50 (Cambridgeshire) and 39 (Peterborough) staff employed by both Councils.

Financial Management

- To continually review and reshape service delivery to achieve financial efficiencies and maximise opportunities for income generation, whilst maintaining the highest standards of service delivery.
- To ensure the effective management and deployment of all appropriate commissioning budgets in line with agreed financial processes, envelopes and savings, including contract budgets for people services and pooled budgets where appropriate.
- To be responsible for a budget of £1919m which includes staff salaries and service delivery budgets.
- Additionally, responsible for reducing spend in relation to statutory and non statutory services.

3. Principal Accountabilities / Responsibilities:

- To be responsible for leading and managing services whose primary focus is to build and sustain community resilience and to reduce and manage demand for more costly and/or complex interventions across the public sector.

To lead and be accountable:

- For Commissioning Adult services, including Older People, Carers, Sensory Impairment, Learning Disabilities, Autism and Mental Health.
- For Commissioning Children's services, including Health and Wellbeing, complex Educational needs, Community Health, Healthy Child Programme, School Nursing, Health Visiting
- For Commissioning Early Help services and integrated Processes for children and young people and adults.
- Public Health services including sexual health, substance misuse, domestic abuse and sexual violence.
- For Market management, development, procurement, contract and performance management
- For ensuring services are designed, optimised and delivered to improve outcomes in a financially sustainable way whilst fulfilling statutory duties.
- For joint planning and commissioning, developing and facilitating whole system design and solutions, including a key influencing role in respect of the statutory, independent, voluntary and private sector organisations that operate within the local communities. This will require regular attendance and membership [where appropriate] at board level meetings, and regular engagement within and leadership of key stakeholder events and public events.
- For improved integration and alignment with partners (including the Clinical Commissioning Group, NHS providers, housing and accommodation providers, VCS, independent providers and the Councils)
- For the development and evaluation of strategic commissioning plans to meet wide ranging geographical needs and developing capacity and capability to meet those needs
- For the development and application of commercial approaches to Commissioning to ensure services are developed, enhanced, financially sustainable whilst meeting needs within budgetary resources
- For maximising financial contributions from related traded services
- For developing an evidenced based approach to Commissioning that targets need

and reduces whole life costs, whilst being responsible for the delivery of safe and effective outcomes for externally commissioned support.

- For ensuring the effective functioning of the Commissioning and Delivery Boards (including the Area Executive Partnership Boards) in the development and implementation of the Commissioning Strategies.
- For ensuring the directorate operates within the corporate expectations and fulfills the specific elements of the Corporate Plans relating to Commissioning.
- To have accountability for all day to day decision making within their area of the directorate. This includes decisions relating to all aspects of Commissioning
- For operating with a high degree of autonomy in relation to strategic decisions that have implications for other organisations but will ensure that all such decisions are communicated in good time to the Corporate/Executive Director in order that any other activities or priorities can be taken fully into account.
- For playing a major role in contributing to the development and implementation of corporate and services strategies to secure the continuous improvement and high quality services.
- For working with the Corporate/Executive Director to produce strategic options which implement the Council's corporate plan and service objectives as determined by members.
- For ensuring that the impact of new legislation, government policy and all other developments which may impact on the service area identified, analysed and implemented.
- To lead on cross cutting projects and policy reviews in accordance with corporate standards of project management.
- To be responsible for the effective management of Commissioning and its staff, ensuring that it is an effective, high performing team capable of delivering Members priorities.
- To ensure systems and process are in place to manage resources effectively.

Leadership

- To ensure that both Councils perform their duties and functions in fulfillment of their statutory obligations. In pursuit of this responsibility, senior managers need to ensure that they and their relevant staff keep abreast of the Council's changing legal obligations and mandates.
- To ensure managerial and strategic leadership of those services and functions that are set within the direction of this post as well as for Council services corporately.
- To provide inspirational leadership to a diverse, multidisciplinary workforce, driving customer focused service delivery, embedding a culture of change, continuous improvement, common professional standards and excellent people engagement and management and ensuring that the Council meets its statutory obligations in relation to all aspects of equalities legislation.
- To promote managerial responsibility for cross-organisational team working, and across boundaries with other agencies and partners, to improve services and solve problems in a coherent and integrated manner.
- To ensure that relevant and best professional advice, guidance and information is available in an intelligible and timely fashion to the Cabinet, Scrutiny, all elected Members, as well as to other stakeholders.
- To sustain and improve the overall reputation of the Councils through effective representation locally, regionally and/or nationally.
- To provide leadership within the organisation and across the wider partnership, embedding a performance culture that inspires a sense of purpose and celebrates the strength of the cultural diversity of the city and of the workforce and challenges discriminatory behaviours.
- To enable and actively encourage innovation and creativity across the services managed and commissioned, continuously pushing the boundaries of practice and operation to improve efficiency and customer experience.
- To support the Shared Executive/Corporate Director (People & Communities/CFA)

in building and maintaining effective partnerships with and between local statutory and voluntary organisations as well as the independent and private sector operating in the people and communities sector, seeking to embed joint approaches to meeting the needs of the people of Peterborough wherever possible.

- To take a lead role in developing and shaping all strategies and policies relevant to the role.
- To undertake any other duties and responsibilities [including taking a lead responsibility for particular issues and projects] as may be required by the Shared Executive/Corporate Director (People & Communities/CFA).

Performance and Risk Management

- To develop and embed a performance culture that delivers results through rigorous open challenge, personal accountability, disciplined execution and continual improvement.
- To ensure that all services/functions are delivered within and to budget and meet any identified and agreed savings targets.
- To provide managerial and strategic leadership to the improvement of corporate and service performance by ensuring that resources are targeted on the Council's priorities and meeting customer needs.
- To improve the overall management of resources [financial, human and other] in serving the public of Peterborough & Cambridgeshire. To discover new ways to reduce the cost of services to taxpayers and their overall productivity and value for money to service users through a range of approaches, including:
 - The strategic re-design of services and their costs;
 - The use of business and operational process improvements;
 - The smarter use of supply [through out-sourcing, co-sourcing and insourcing where appropriate];
 - The use of incentivisation approaches such as payment by results;
 - The better use of demand management;
 - Improved asset management;
 - Identification of income generation opportunities;
- To ensure that all activities within the Directorate contribute to the building of the Peterborough Council brand and enhance the overall reputation of the Council.
- To ensure that effective risk management arrangements are in place to minimise the Council's exposure to risk and uncertainty.
- To promote and ensure compliance with policies and procedures, all Statements of Required Practice for managers and the Council's Code of Conduct.
- To take an active role in promoting and ensuring the Council's responsibilities for safeguarding are met for adults and children.

5. Job Knowledge, Skills & Experience

Job Knowledge

- Qualified to Post Degree level
- Thorough understanding of the Commissioning & processes (Commissioning Academy)
- Thorough commercial and financial understanding of Commissioning, market management and development
- Strong understanding of the Health system and Independent provider requirements
- Strong financial and management accounting understanding
- Thorough understanding of the principal responsibilities and key challenges facing local government in the effective commissioning and delivery of people services and the appropriate role to be played by the providers of services other than local authorities.

- Thorough understanding of the role of communities in local democracy, and of the tools and powers
- Good knowledge of best practice methodologies, local, regional and national policy developments and stakeholder knowledge to enable effective collaboration and commissioning arrangements.
- Strong appreciation of the varying needs of the diverse communities we serve.

Skills

- The ability to relate to and win the confidence, trust and respect of Members, colleagues, partners and the wider community.
- Excellent leadership skills which encourage commitment from others and promote a positive, motivated, organisational culture.
- Excellent communication skills and the ability to communicate complex information both orally and in writing in a clear, articulate and balanced way to a variety of audiences.
- Excellent commercial and negotiation skills and an ability to influence outcomes through reasoning, persuasion and tact.
- Strategic and local thinker and decision-maker, able to provide practical and creative solutions to the management of partnership, corporate and directorate issues.
- High level of analytical abilities, able to assimilate and analyse information quickly, identifying issues, priorities and solutions and using effective models, techniques and resources to resolve issues.
- Strong financial and budgetary awareness with the ability to manage finance and wider resources within a strong performance management culture.
- Commitment to using information technology to improve service delivery and reduce costs.
- Demonstrable continuous development and improvement of own leadership and professional practice.

Experience

- Extensive experience and proven track record at senior management level of successfully commissioning people services, including joint commissioning and collaboration with partners, in a complex stakeholder environment (either in local government or other large and complex organisations).
- Extensive experience of providing leadership and direction to and across a diverse range of services.
- Extensive commercial experience with evidence of developing and delivering innovative ideas to drive financial improvement in the delivery of services.
- Extensive experience in market management and development.
- Evidence of listening and responding to the voice of those who use the services, their families and carers.
- Experience of procurement, contract specification and supervision, delivering and managing cross functional project working.
- Proven track record of leading strategic policy formulation, decision making and resource allocation and of problem solving and meeting objectives at a service directorate level.
- Evidence of successful partnership development or delivery through partnerships including an ability to work with local partners to develop joint strategies for implementing government requirements and local services.
- Experience of working effectively in a political environment, demonstrating high levels of political awareness, sensitivity, confidentiality and understanding, and the ability to translate that into delivering the agendas of the administration and winning the confidence of Elected Members and external stakeholders.
- Significant experience of the preparation, management and control of budgets for a large complex organisation, ensuring prioritising and targeting of resources to

achieve maximum value for money and income generation, and maintaining customer care.

- Experience of driving performance management using appropriate quality and management methods and models to deliver efficient and effective services through collaborative working.

6 Job Context:

The role operates across two partner Councils, Peterborough & Cambridgeshire under a single management structure. The Services for which the postholder is responsible are accountable to both Councils but the role has a key responsibility in ensuring that the benefits of shared and collaborative working across both Councils and partner organisations are realised and that fiscal and service performance is constantly improved.

To be responsible for leading and managing services whose primary focus is to build and sustain community resilience and to reduce and manage demand for more costly and/or complex interventions across the public sector.

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

7. Job Challenges:

In times when resources are being reduced in the Councils and across the wider public sector the principal challenge is to ensure that services continue to deliver high performance and improvements in outcomes. In particular:

- The role will be responsible for joint planning and commissioning, developing and facilitating whole system design and solutions, including a key influencing role in respect of the statutory, independent, voluntary and private sector organisations that operate within the local communities.
- The post will improve integration and alignment with partners (including the Clinical Commissioning Group, NHS providers, housing and accommodation providers, VCS, independent providers and the Councils).
- The postholder will promote managerial responsibility for cross-organisational team working, and across boundaries with other agencies and partners, to improve services and solve problems in a coherent and integrated manner.
- The role will improve the overall management of resources [financial, human and other] in serving the public of Peterborough & Cambridgeshire. To discover new ways to reduce the cost of services to taxpayers and their overall productivity and value for money to service users through a range of approaches.
- The postholder will ensure that all activities within the Directorates contribute to the building of the Cambridgeshire and Peterborough brands and enhance the overall reputation of the Councils.

8 Key Relationships:

Relationship with line manager – Shared Corporate Director (People &

Communities/CFA)

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 take place minimum monthly. Extended Departmental Management Team meetings chaired by the Shared Executive/Corporate Director (People & Communities/CFA) take place fortnightly. Other meetings are arranged with the Shared Corporate Director (People & Communities/CFA) 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.

Assistant Directors have direct access to the Service Director on an ad hoc basis and contact may be more frequent depending on operational issues.

In addition, there are frequently high profile, high risk operational matters which are brought to the attention of the Service Director on a need to know basis where advice and guidance are needed for Assistant Directors and for which the post holder is responsible for informing the Shared Corporate Director (People & Communities/CFA) and where necessary providing advice and guidance to chief officers.

Other contacts:

1. Regular contact with a range of regional and government officers, including those from the Department of Health, the Department for Communities and Local Government, OfSTED, the Care Quality Commission and HMIC in relation to national strategic developments, performance assessment, and inspection and regulatory functions.
2. Elected Members: contact on at least a monthly basis both formally and informally with a range of elected members, including:
 - Cabinet Members
 - Committee Chairs
 - Group Leaders and Spokespersons
 - Chairs and Members of committees
 - Ward Members
3. Contacts outside the department: regular engagement with chief and senior officers in partner organisations and other councils.
4. Contact with statutory, independent, voluntary and private sector organisations.

9. Key Relationships Decision Making Authority:

- Takes all strategic and operational decisions relating to the Service with reference to the Shared Executive/Corporate Director (People & Communities/CFA) if appropriate and relevant, who is kept informed of high profile matters on a need to know basis.
- Informs and/or consults the Shared Corporate Director (People & Communities/CFA) and Portfolio Holder/Lead Spokesperson about all politically sensitive and complex matters relating to the business of the department.
- Takes responsibility for the development of strategic business and financial plans for

the department in the context of a collaborative corporate and departmental planning framework.

- Takes responsibility for the financial decisions within the overall budget responsibility and corporate standing orders and financial regulations.
- Makes recommendations to the Shared Executive/Corporate Director (People & Communities/CFA) in relation to strategic policy and planning of the Directorate, defining priorities, and developing plans in response to those priorities.
- Contributes to the strategic development of the Directorate as a member of the Senior Leadership Team.

10. Additional Information:

This post is politically restricted under the Local Government and Housing Act 1989, as amended by the Local Democracy, Economic Development and Construction Act 2009 and the post holder may not have any active political role either in or outside work.

The role requires energy, enthusiasm, high motivation, expertise, flexibility and adaptability and continues to change in response to the changing national agenda.

JOB DESCRIPTION FORM

Job Title: Assistant Director: Children's Services

Job Holder:

Reports to: Service Director: Children's Services
(Name & Title)

1. Job Purpose:

- Accountability and responsibility for the leadership and management of Cambridgeshire's Children's Service functions together with undertaking a full leadership role in the departmental Management Team to ensure that children's needs are met across the whole spectrum of intervention and prevention. There will be an expectation that she/he will work across the service and other directorates to ensure full integration with other parts of the directorate.
- To deputise for the Service Director, and work closely with the Chief Officers and Elected Members on the whole service agenda.
- To effectively lead on Council Improvement Plans, raising the quality of practice across the service and multi-agency partnerships to ensure a highly performing service.
- To attend, report and be accountable for the provision of reports to all relevant Forums, Committees and Council meetings.
- To ensure staff compliance with safeguarding policies and procedures and ensure practice is of the highest standard. Act as Safeguarding lead for the authority and designated Officer for the local Safeguarding Board.
- To work closely with all schools and Head Teachers to achieve the best outcome for children and families.
- Designated officer for the Community Safety Partnerships/Domestic Violence Strategic Board, MARU Board, CPP and Youth Offending Service Board.

2. Dimensions:

Budget - £87.4m

Number of staff - 1600

3. Principal Accountabilities / Responsibilities:

Principal Accountabilities / Responsibilities

- To lead, direct and manage a range of children and young people's services, either directly managed or commissioned from other providers to ensure the highest possible quality of care, development, learning and support for children and young people in order to secure the best outcomes for children and young people, whilst representing best value.

- To manage the budget for Children's Services, leading and directing the annual budget setting and realignment processes to meet identified priorities and ensuring the best possible financial management.
- To deliver the highest possible practice standard to ensure excellent outcomes for all children and to secure the best possible OFSTED rating.
- To lead and attend the Corporate Parenting Panel ensuring Elected Members are fully appraised of their corporate parenting responsibilities.
- To ensure a robust recruitment and retention strategy is developed and delivered.
- To ensure staff compliance over a number of performance indicators and that thresholds for intervention are fully understood and complied with across all agencies.
- To develop interagency working arrangements across all services to secure and improve performance as defined locally or nationally. To be responsible for the delivery of best multi-agency practice through the LSCB, and Children's Board.
- To carry out any additional duties and responsibilities as requested by the Service Director, Children's Services, including deputising for him/her as required and contributing to the corporate management of the Council.
- Responsible for ensuring children and families fully participate in care planning and take their views into account when improving service delivery.
- See also aspects of Job Knowledge (below)

Leadership

- To support and deputise for the Service Director, Children's Services.
- To lead and direct the teams to ensure that the Council's core values and strategic aims are achieved by providing a clear sense of purpose and direction in order to motivate and develop employees to achieve high performance.
- To develop and maintain a positive working environment encouraging active involvement of staff in shaping the development and delivery of capable and timely services and promotion of equal opportunities.
- To act as an ambassador for the Council, promoting and developing the authority's image, forming strategic alliances and developing effective working relationships on a local, regional and national basis.

Performance and Risk Management

- Evaluate, review and report performance to Members, Stakeholders and Auditors (internal and external).
- Report compliance with the relevant legal, financial and procurement requirements and frameworks across the Council.

Financial Management

- Responsible for the service budget which includes staffing salaries and children in need spend (section 17).
- The post holder is also accountable and responsible for ensuring the LAC placement budget is not overspent by ensuring children are whenever possible, safely looked after at home rather than coming into care. This post holder is the main driver of spend in this area.
- Ensure all budget holders come in on target and are properly accountable for spend in their area.

4. Job Knowledge, Skills & Experience

Job Knowledge

- Educated to degree level, with a social work qualification as essential and management qualification as desirable.
- Has successfully performed as a third tier manager in a local authority with significant post qualification experience, predominantly in Social Care, and has demonstrated change competencies and can demonstrate evidence of turn around improvement in their current posts.
- A demonstrable track record in performance management within a solution focused and problem solving culture together with experience and evidence of delivering performance through successful partnerships.
- A thorough understanding of the political, legislative and regulatory regime within which local authorities operate.

Experience

- Experience of managing services to meet the needs of diverse communities.
- Experience of designing and leading change within an organisation, with evidence of establishing a positive culture within teams and personal commitment to diversity in shaping service outcomes and transforming services.
- Extensive management experience and a track record of consistent achievement within large and complex organisations, including effective decision-making, policy formulation, design and delivery of services and projects which involve people from different service or professional disciplines.
- Extensive experience of operating as a senior manager in a complex legal service environment which incorporates decision making, strategic and business planning.
- Proven experience of influencing strategic policy direction within a large complex organisation such as local authorities.
- Proven track record of leading strategic policy formulation, decision making and resources allocation and of problem solving and meeting objectives at a senior level. A demonstrated ability to advise members of policy options, determine priorities and to communicate a clearly recommended way forward.
- Experience of working effectively in a political environment, demonstrating high levels of political awareness, sensitivity, confidentiality and understanding with the ability to translate that into delivering the agendas of the administration and winning the confidence of elected members.
- Evidence of developing and encouraging innovative ideas to drive improvement in the delivery of services.
- Extensive experience of managing a diverse team at a senior level and providing leadership and direction across a range of service. Evidence of high level leadership with ability to impact, motivate, influence and develop others.
- Demonstrated evidence of significant service improvement through managing change including staff engagement, capacity building, workforce modernisation and organisational reform.
- Significant experience of the preparation, management and control and targeting of budgets, ensuring priorities and targeting of resources to achieve maximum value for money and income generation.

- Experience of identifying ways in which services can be delivered more efficiently by ensuring that the processes used and the resources needed to apply those processes, provide the optimum route to achieve cost-effective solutions.
- Evidence of personal commitment to diversity in the workplace and in the shaping of service outcomes.

Skills

- 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 and written and presentation skills.
- High motivation and personal drive, resilience and demonstrates highly developed emotional intelligence and self awareness.
- The ability to think conceptually, strategically and systemically to solve problems and focus on delivering outcomes.
- The ability to act decisively within the context of an ability to accurately analyse risk and benefits in different courses of action.
- Ability to relate to and win the confidence, trust and respect of Members, Colleagues, Partners and the wider community.
- Ability to think strategically and to work with Elected Members to translate political vision into operational programmes.
- Ability to operate in a complex, political, environment and act decisively within the context of accurately analysing risk and benefits of different courses of action.
- Excellent communication skills and the ability to communicate complex information both orally and in writing in a clear articulate and balanced way to a variety of audiences.
- Excellent negotiation skills and an ability to influence outcomes through reasoning, persuasion and tact.
- Strategic and logical thinker and decision-maker able to provide practical and creative solutions to the management of corporate and directorate issues.
- High intellectual and analytical abilities; able to assimilate and analyse information quickly, identifying issues, priorities and solutions and using effective models, techniques and resources to resolve issues.
- Ability to use information technology to improve service delivery and reduce costs.
- Demonstrable continuous development and improvement of own leadership and professional practise.

Skills

- An ability to relate to and win the confidence, trust and respect of Members, colleagues, partners and the wider community.
- Excellent leadership skills, which encourage commitment from others and promote a positive, motivated organisational culture.
- Excellent communication skills and the ability to communicate complex information both orally and in writing in a clear articulate and balanced way to a variety of audiences.
- Excellent negotiation skills and an ability to influence outcomes through reasoning, persuasion and tact.
- Strategic and logical thinker and decision-maker able to provide practical and creative solutions to the management of partnership, corporate and directorate issues.
- High intellectual and analytical abilities; able to assimilate and analyse information

quickly, identifying issues, priorities and solutions and using effective models, techniques and resources to resolve issues.

- Strong financial and budgetary awareness with the ability to manage finance and wider resources within a strong performance management culture.
- Ability to use information technology to improve service delivery and reduce costs.
- Demonstrable continuous development and improvement of own leadership and professional practice.
- Demonstrate an ability to manage risk.
- Ability to create a culture focused on high performance, innovation, engagement and customer service.
- Demonstrates resilience and drive to meet the demands and pressures of the post including the ability to cope effectively at times of crisis.

JOB DESCRIPTION

Job Title:	Service Director: Adults Services
Job Holder:	
Report to: (Name & Title)	Shared Executive/Corporate Director (People & Communities/CFA)

1. Job Purpose:

To be responsible for leading and managing services to improve outcomes and promote independence for all adults client groups whilst reducing and managing demand for more costly and/or complex interventions across the public sector.

Taking a leadership role working in close partnership with colleagues and councillors across the County Council and District Council structures to ensure delivery against agreed corporate and partnership strategies including but not limited to:

- Physical Disability
- Mental Health
- Learning Disability
- Older People
- Reablement
- Safeguarding
- Autism
- Chronically Excluded Adults
- Adults with Sensory Needs
- Carers

To work with all partners across Peterborough and Cambridgeshire to seek and lead opportunities for collaboration and alignment in both commissioning and delivery arrangements where such arrangements improve outcomes, add value, increase benefits to councils and communities and support the principles and delivery of Devolution and Public Service Reform.

To achieve these aims, the Service Director will lead the following services:

- Social work/care practice and quality assurance of practice standards
- Safeguarding
- Policy
- Practice standards and improvement
- Complaints
- Performance
- Financial control
- Direct payments
- Operational management

- Adult Early Help
- Multi-agency safeguarding hub
- Service transformation/development
- Integration and integrated pathways across all organisations
- Delayed Transfers of Care (DTOCs) and pathway improvement
- Customer/service user voice and participation
- Complex cases including Continuing Healthcare (CHC)
- Mental Capacity Act Deprivation of Liberty Safeguards (DOLS)

To be a full participating member of the Departmental Management Teams (DMT) and the senior leadership team in both Councils, driving strategy and performance and identifying and championing the delivery of the vision and strategy with partners, community representatives, DMT colleagues and all employees.

2. Dimensions:

The Service Director for Adults Services is a Tier 2 post reporting directly to the Shared Executive/Corporate Director (People & Communities/CFA) and the post holder is a full member of the Departmental Management Team with a personal responsibility for driving strategy and performance and identifying and championing the delivery of the departmental and corporate vision and strategy with partners, community representatives, peer colleagues, Elected Members and all employees

The postholder is responsible for five permanent direct reports, including:

- 2 x Assistant Director (CCC & PCC)
- Head of Mental Health (CCC/PCC)
- Head of Operations (Long Term and Complex) CCC
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- Head of Operations (Short Term and Early Help) (CCC)
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Additionally responsible for a workforce of approximately 1,130 (Cambridgeshire) and 372 (Peterborough) employees across both Councils.

Financial Management

- To continually review and reshape service delivery to achieve financial efficiencies and maximise opportunities for income generation, whilst maintaining the highest standards of service delivery.
- To ensure the effective management and deployment of all appropriate commissioning budgets in line with agreed financial processes, cost envelopes and savings, including contract budgets for people services.
- To be responsible for a budget of £266m which includes staff salaries and service delivery budgets.
- Additionally, responsible for reducing spend in relation to statutory and non-statutory services.

3. Organisation:

See table in original document.

4. Principal Accountabilities/Responsibilities:

To be responsible for leading and managing services whose primary focus is to deliver the statutory responsibility for both Councils and to reduce and manage demand for more

costly and/or complex interventions across the public sector.

- To anticipate and manage trends and changes in the operating environment and plan to meet these changes in order to provide best value for adults
- To ensure the implementation of the Commissioning Strategies for Adults services.
- To take a lead role in the development of partnership work for the directorate in relation to adults, both internally to the City and County Councils and externally through partnership agreements with external agencies.
- To be accountable for the results and improvement in performance in adult social care
- To play a key influencing role in respect of the statutory, independent, voluntary and private sector organisations that operate within local communities. This will require regular attendance and membership [where appropriate] at board level meetings, and regular engagement within and leadership of key stakeholder events and public events.
- To have accountability for all day to day decision making related to adults. This includes decisions relating to all aspects of service design, commissioning and delivery affecting adults and their carers.
- To operate with a high degree of autonomy in relation to strategic decisions that impact on organisations across Peterborough & Cambridgeshire and ensure that all such decisions are discussed and communicated in good time to the Shared Executive/Corporate Director in order that any implications can be taken fully into account.
- To promote, develop and manage effective partnership working and strategic alliances, with internal and external stakeholders and agencies in order to achieve continuous improvement in the provision of services and input into policy developments related to adults services.
- To play a major role in contributing to the development and implementation of corporate and service strategies to secure the continuous improvement and high quality services.
- To work with the Corporate Director to produce strategic options which implement the Council's corporate plan and service objectives as determined by Members.
- To ensure that the impact of new legislation, government policy and all other developments which may impact on Adults Services is identified, analysed and necessary changes are implemented.
- To lead on cross cutting projects and policy reviews in accordance with corporate standards of project management
- To be responsible for the effective management of Adults services and its staff, ensuring that it is an effective, high performing team capable of delivering Member's priorities.
- To manage all services within the defined resource envelope, taking remedial action where necessary.
- To ensure systems and processes are in place to manage resources effectively.
- To ensure the right range of services are in place that support adults to remain living in at home or in their local community.

Leadership

- To ensure that both Councils perform their duties and functions in fulfillment of their statutory obligations. In pursuit of this responsibility, ensure that they and their relevant staff keep abreast of the Council's changing legal obligations and mandates.
- To ensure managerial and strategic leadership of those services and functions that are set within the direction of this post as well as for Council services corporately.
- To provide inspirational leadership to a diverse, multidisciplinary workforce, driving

customer focused service delivery, embedding a culture of change, continuous improvement, common professional standards and excellent people engagement and management and ensuring that the Council meets its statutory obligations in relation to all aspects of equalities legislation.

- To promote for cross-organisational team working, and across boundaries with other agencies and partners, to improve services and solve problems in a coherent and integrated manner.
- To ensure that relevant and best professional advice, guidance and information is available in a comprehensive and timely fashion to the Cabinet, Scrutiny (PCC) and Adults Committee and General Purposes Committee (CCC), all elected Members, as well as to other stakeholders.
- To sustain and improve the overall reputation of the Councils through effective representation locally, regionally and/or nationally.
- To provide leadership within the organisation and across the wider partnership, embedding a performance culture that inspires a sense of purpose and celebrates the strength of the cultural diversity of the city and county of the workforce and challenges discriminatory behaviours.
- To enable and actively encourage innovation and creativity across the services managed and commissioned, continuously pushing the boundaries of practice and operation to improve efficiency and customer experience.
- To support the Executive/Corporate Director in building and maintaining effective partnerships with and between local statutory and voluntary organisations as well as the independent and private sector, seeking to embed joint approaches to meeting needs wherever possible.
- To take a lead role in developing and shaping all strategies and policies relevant to the role.
- To undertake any other duties and responsibilities [including taking a lead responsibility for particular issues and projects] as may be required by the Shared Executive/Corporate Director.

Performance and Risk Management

- To develop and embed a performance culture that delivers results through rigorous open challenge, personal accountability, disciplined execution and continual improvement.
- To ensure that all services/functions are delivered within and to budget and meet any identified and agreed savings targets.
- To provide managerial and strategic leadership to the improvement of corporate and service performance by ensuring that resources are targeted on the Council's priorities and meeting customer needs.
- To improve the overall management of resources [financial, human and other] in serving the public of Peterborough and Cambridgeshire. To discover new ways to reduce the cost of services to taxpayers and their overall productivity and value for money to service users through a range of approaches, including:

The strategic re-design of services and their costs;
The use of business and operational process improvements;
The smarter use of supply [through out-sourcing, co-sourcing and insourcing where appropriate];
The use of incentivisation approaches such as payment by results;
The better use of demand management;
Improved asset management;

Identification of income generation opportunities;

- To ensure that all activities within the Directorate contribute to the building of the Peterborough Council and Cambridgeshire County Council brand and enhance the overall reputation of the Councils.
- To ensure that effective risk management arrangements are in place to minimise the Council's exposure to risk and uncertainty.
- To promote and ensure compliance with policies and procedures, all Statements of Required Practice for managers and the Council's Code of Conduct.
- To take an active role in promoting and ensuring the Council's responsibilities for safeguarding are met for adults and children.

5. Job Knowledge, Skills & Experience:

Job Knowledge

- Qualified to degree level or equivalent by experience.
- Thorough understanding of the principal responsibilities and key challenges facing Local Government in the effective commissioning and delivery of people services and the appropriate role to be played by the providers of services other than Local Authorities.
- Thorough understanding of the role of communities in local democracy, and of the tools and powers available to provide the right opportunities for communities to actively participate in society.
- Good knowledge of best practice methodologies, local, regional and national policy developments and stakeholder knowledge to enable effective collaboration and commissioning arrangements.
- Strong appreciation of the varying needs of a diverse community such as Cambridgeshire and Peterborough.
- Strong understanding of social policy and the impacts of social exclusion in society.

Skills

- An ability to relate to and win the confidence, trust and respect of Members, colleagues, partners and the wider community.
- Excellent leadership skills, which encourage commitment from others and promote a positive, motivated organisational culture.
- Excellent communication skills and the ability to communicate complex information both orally and in writing in a clear articulate and balanced way to a variety of audiences.
- Excellent negotiation skills and an ability to influence outcomes through reasoning, persuasion and tact.
- Strategic and logical thinker and decision-maker able to provide practical and creative solutions to the management of partnership, corporate and directorate issues.
- High intellectual and analytical abilities; able to assimilate and analyse information quickly, identifying issues, priorities and solutions and using effective models, techniques and resources to resolve issues.
- Strong financial and budgetary awareness with the ability to manage finance and wider resources within a strong performance management culture.
- Ability to use information technology to improve service delivery and reduce costs.
- Demonstrable continuous development and improvement of own leadership and professional practice.

Experience

- Extensive experience and proven track record at senior management level of successfully developing and delivering adult or children’s social care, including joint commissioning and collaboration with partners, in a complex stakeholder environment [either in local government or other large and complex organisations].
- Extensive experience of providing leadership and direction to and across a diverse range of services.
- Evidence of developing and encouraging innovative ideas to drive improvement in the delivery of services.
- Demonstrated evidence of listening and responding to the voice of those who use the services, their families and carers.
- Proven experience of influencing strategic policy direction within large complex organisations such as local authorities.
- Experience of contract specification and supervision, delivering and managing shared services and cross functional project working.
- Proven track record of leading strategic policy formulation, decision making and resource allocation and of problem solving and meeting objectives at a service directorate level.
- Evidence of successful partnership development or delivery through partnerships including an ability to work with local partners to develop joint strategies for implementing government requirements and local services.
- Demonstrated evidence of significant service improvement through managing change including staff engagement, capacity building, workforce modernisation and organisational reform.
- Experience of working effectively in a political environment, demonstrating high levels of political awareness, sensitivity, confidentiality and understanding and the ability to translate that into delivering the agendas of the administration and winning the confidence of elected members and external stakeholders.
- Significant experience of the preparation, management and control of budgets for a large, complex organisation, ensuring prioritising and targeting of resources to achieve maximum value for money and income generation and maintaining customer care.
- Experience of driving performance management using appropriate quality and management methods and models to deliver efficient and effective services through collaborative working.
- Evidence of personal commitment to diversity in the workplace and in the shaping of service outcomes.

6. Job Context:

This post is not a Statutory Officer. However the postholder will from time to time be required to act as the statutory Director of Adults Services. The post holder will have direct access to the Head of Paid Service, Cabinet and Members in order to fulfil these statutory functions.

The role operates across two partner Councils, Peterborough & Cambridgeshire under a single management structure. The Services for which the postholder is responsible are accountable to both Councils but the role has a key responsibility in ensuring that the benefits of shared and collaborative working across both Councils and partner organisations are realised and that fiscal and service performance is constantly improved.

7. Job Challenges:

In times when resources are being reduced in the Councils and across the wider public sector the principal challenge is to ensure that services continue to deliver high performance and improvements in outcomes. In particular:

- To play a key influencing role in respect of the statutory, independent, voluntary and private sector organisations that operate within local communities.
- The role will improve the overall management of resources [financial, human and other] in serving the public of Cambridgeshire and Peterborough and discover new ways to reduce the cost of services to taxpayers and their overall productivity and value for money to service users.
- The postholder will ensure that all activities within the Directorates contribute to the building of the Cambridgeshire and Peterborough brands and enhance the overall reputation of the Councils.

8. Key Relationships:

Relationship with line manager – Shared Executive/Corporate Director (People & Communities/CFA)

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 take place minimum monthly. Extended Departmental Management Team meetings chaired by the Shared Executive/Corporate Director (People & Communities/CFA) take place fortnightly. Other meetings are arranged with the Shared Executive/Corporate Director (People & Communities/CFA) 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.

Assistant Directors have direct access to the Service Director on an ad hoc basis and contact may be more frequent depending on operational issues.

In addition, there are frequently high profile, high risk operational matters which are brought to the attention of the Service Director on a need to know basis where advice and guidance are needed for Assistant Directors and for which the post holder is responsible for informing the Shared Executive/Corporate Director (People & Communities/CFA) and where necessary providing advice and guidance to chief officers.

Other contacts:

1. Regular contact with a range of regional and government officers, including those from the Department of Health, NHS England, NHS Improvement, the Department for Communities and Local Government, OfSTED and HMIC and CQC in relation to national strategic developments, performance assessment, and inspection and regulatory functions.

2. Elected Members: contact on at least a monthly basis both formally and informally with a range of elected members, including:

- Cabinet Members
- Committee Chairs
- Group Leaders and Spokespersons
- Chairs and Members of committees
- Ward Members

3. Contacts outside the department: regular engagement with chief and senior officers in partner organisations and other councils.

4. Contact with statutory, independent, voluntary and private sector organisations.

9. Key Relationships Decision Making Authority:

Takes all strategic and operational decisions relating to the Service with reference to the Shared Executive/Corporate Director (People & Communities/CFA) if appropriate and relevant, who is kept informed of high profile matters on a need to know basis.

- Informs and/or consults the Shared Executive/Corporate Director (People & Communities/CFA) and Portfolio Holder/Lead Spokesperson about all politically sensitive and complex matters relating to the business of the department.
- Takes responsibility for the development of strategic business and financial plans for the department in the context of a collaborative corporate and departmental planning framework.
- Takes responsibility for the financial decisions within the overall budget responsibility and corporate standing orders and financial regulations.
- Makes recommendations to the Shared Executive/Corporate Director (People & Communities/CFA) in relation to strategic policy and planning of the Directorate, defining priorities, and developing plans in response to those priorities.
- Contributes to the strategic development of the Directorate as a member of the Senior Leadership Team.

10. Additional Information:

This post is politically restricted under the Local Government and Housing Act 1989, as amended by the Local Democracy, Economic Development and Construction Act 2009 and the post holder may not have any active political role either in or outside work.

The role requires energy, enthusiasm, high motivation, expertise, flexibility and adaptability and continues to change in response to the changing national agenda.