

Appendix 1

Communities Directorate Proposed Senior Management Structure

Formal Consultation Paper

V0.6

December 2013

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Section 1 – Introduction and Rationale

- 1.1 The Council's approach to commissioning for its residents has changed. Previously commissioning took place in four different Council departments (Adult Social Care, Operations (Neighbourhood Services; Children's Services and Public Health). Following a proposal put forward by the Chief Executive a new Directorate was put in place on the 1st November 2013, led by a Director for Communities. The benefits of the new directorate will be:-
- It will bring a single view of all the people commissioning activities and allow the Council to provide services which reflect how people really live;
 - It will put the citizen, whatever their needs, at the heart of service design;
 - Savings will be made through improved economies of scale and the aggregation of functions into one directorate rather than four;
 - Improve pathways to services for residents;
 - A common assessment framework for assessing need will reduce the number of assessments a resident is subject to;
 - Reduction in duplication of tasks;
 - Increased purchasing power and competition.
- 1.2 The Council's commissioning approach includes, as set out above, and some of the neighbourhood functions that previously sat in the Operations Directorate. The integration of these functions takes our commissioning approach a step further than most local authorities. Our residents have individual needs but so do our communities. Our neighbourhood teams provide important services and interventions which are designed to improve the communities and neighbourhoods in which people live. Anti- social behaviour and crime are often issues which challenge some of our communities and whilst individual interventions with offenders and victims are crucial, keeping communities safe and secure require other interventions based at a community level. The neighbourhood teams integration into the commissioning arrangement means that not only individual need can be better provided for, but also neighbourhood and community need.
- 1.3 Strong leadership is required to bring together the commissioning and community delivery functions in Children's Services, Adult Social Care, Neighbourhood Services and Public Health. Managing large budgets and improving outcomes for our citizens will also present major leadership challenges. It is therefore necessary to propose some management changes in order to implement a strong senior management team within the new directorate.

Section 2 - Objectives of the new Communities Directorate

In order to ensure the benefits set out above are achieved the new Directorate needs to focus on a series of objectives underpinning its work

2.1 Achieving better value for money

- Creating leaner Management structure
- Focusing commissioners away from commissioning services to address specific problems and ages to commissioning outcomes for individuals, family and communities. Result reduction in number of commissioners needed as there will not need to be separate commissioners for children and adults;
- Development of multi-agency locality teams wrapped around communities to address crime, worklessness, poor health, poor parenting, drug/alcohol abuse, Domestic Violence, housing issues. (Linked to the Safer Peterborough Partnership initiative, Children Centre refocus, Troubled Families programme, Integration fund) This will result in a reduction in back office costs and reduction in duplication of activity and effort. there may also be opportunities to trade services;
- Understand and grip budgets – drive efficiencies and further savings through joint delivery of services and better value commissioning.

2.2 Tackling increasing demand for services (Growing child and ageing population, Inward migration, health inequalities, impact of welfare reform)

- Helping communities develop capacity and resilience to support each other around health & wellbeing, community safety and cohesion within their communities. Being honest about what we can afford;
- Continuing work around welfare reforms, providing assistance where needed, but ensuring this is contingent on people accepting Information Advice and Guidance to help them help themselves in the future;
- Recognising and supporting the crucial role of extended family, foster carers, shared lives carers, family carers and volunteers;
Supporting the customer strategy work with information about community needs to enable effective and efficient development of self- service systems at the front door;
- Ensuring the right services are in place when problems are first identified e.g. falls, poor school attendance, rent default, to prevent more expensive services being needed later on;
- Making sure the adult integration fund is focused on preventing/delaying hospital admissions and enabling early discharge; resulting in reduction in use of expensive specialist services. Research has shown that older people want to remain in their own homes;
- Work with housing providers to support vulnerable and lonely people in their local communities; (mental health, drug and alcohol)
- Work with child care settings, schools and GP's around their crucial role in identifying needs early and addressing these or effectively signposting on to early help services;
- Link businesses to the Troubled Families programme to get young people and adults into work and
- Put in place effective access to resource systems for specialist services.

2.3 Ensuring services are safe and meeting needs.

- Putting in place self- assessment systems for providers, this is where providers are expected to evidence and demonstrate their achievements against the outcomes they will have agreed to in awarding them a contract. This will be linked to contract compliance and performance visits from commissioners. This will ensure that providers are providing the level and quality of services we expect. Ensuring that our contracts are robust in articulating sanctions and penalties where targets and standards are not met.

2.4 Ensuring the commissioning or delivery of the right services, delivered by the right people, in the right place, at the right time and at the right cost.

- Market development events – helping providers (internal and external) understand needs of communities and outcomes we are looking for;
- Development of payment systems focused on outcomes not inputs – Payment By Results/ Social impact bonds/other incentives;
- Development of market position statement and service directory;
- Further development of robust contract compliance arrangements to ensure delivery of outcomes.

2.5 Improving the impact of partnerships

Working with partners, particularly health to design and deliver/commission a range of preventative services to:

- reduce or delay the need for high cost specialist services;
- shorten length of need for high cost services;
- increase use of joint assessments, joint working and commissioning, focussing on the whole person and community, empowering staff to innovate and share information;
- develop a workforce strategy that focuses on giving workers from across agencies a key set of skills enabling them to work effectively with families and communities.

2.6 Change of Culture

- Work with colleagues, partners and communities to change the way we think about citizens e.g. not seeing them as having a bundle of needs and demands to having insights, energy and resources. Focus on what people can do for themselves not on what they can't do.
- Getting away from individual service directorates and focusing on a whole council approach.

All of these objectives challenge the council to work in a different way to commission and deliver services. The remainder of this document picks up those challenges and describes the structural changes required to ensure effective leadership is in place to implement the objectives of this new department.

Section 3 – The Current Position

3.1 As it has been stated, commissioning arrangements sit in four separate areas under the previous structure. There were four separate Tier 2 posts supporting those arrangements with the responsibility shown for each as follows:-

❖ Head of Neighbourhood Services:

- Strategic Housing: including Housing Needs, Housing Programmes, Housing Enforcement and the Care and Repair Agency
- Community Safety: including Anti-Social Behaviour and Victims, Substance Misuse, Domestic Abuse, Road Safety, Integrated Offender Management and the Connecting Families Programme
- Community Cohesion and Social Inclusion
- Community Development
- Public Health Delivery
- Regulatory Services
- Business Analyst Team

❖ Assistant Director of Commissioning Children's Services, supported by Head of Specialist Commissioning Children's Services:

- Integrated Processes Team (Common Assessment Framework (CAF) and Multi-Agency Access to Support Panels)
- Access to Resources Team (Children in Care Placements and Support Services)
- Education Commissioning (Independent School Placements and Alternative Education)
- Specialist Children's Commissioning e.g. Assessments, High Level Family Support
- Contract Management, Strategy and Policy Team
- 0-19 services: including Youth in Localities, NEET, Early Years, Adolescent Intervention, Direct Intervention and Supervised Contact
- Children's Centres & Child Care Sufficiency
- Strategy and Planning
- Supervised Contact
- Short Breaks and Domiciliary Services for Children with Disabilities
- Child and Adolescent Mental Health services (CAMHs) Commissioning
- Clare Lodge Secure Unit
- The Manor and Cherry Lodge residential homes
- Young Carers Commissioning

❖ Assistant Director Commissioning Adult Services:

- Older People/Physical Disability/Sensory Impairment/HIV and Carers Commissioning
- Mental Health Commissioning
- Learning Disabilities Commissioning

❖ Associate Director of Public Health:

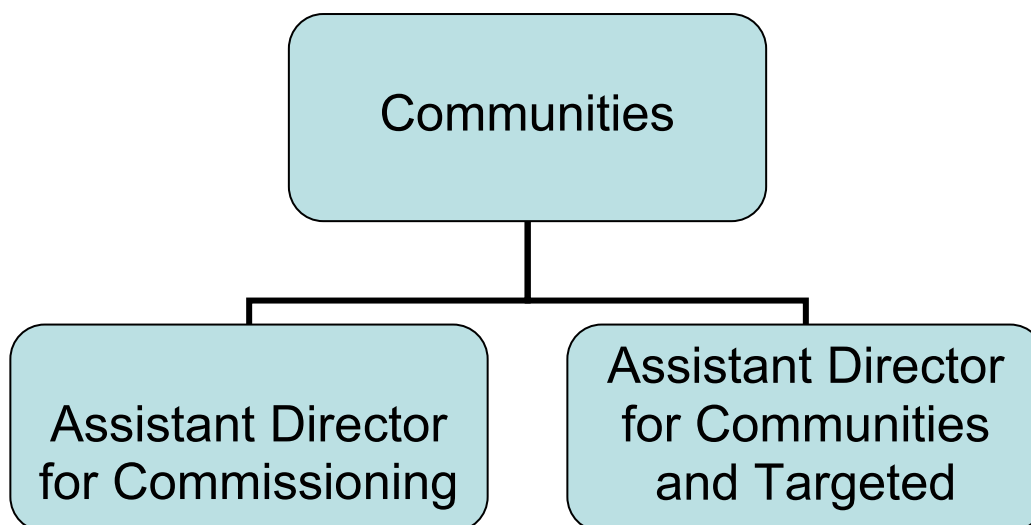
- Sexual Health and Sexual Violence Commissioning
- School Nursing Commissioning
- Alcohol Misuse Commissioning

With the requirement to bring both commissioning and delivery arms together it is necessary to review the senior management requirements and streamline accordingly. With this in mind the proposal is to delete the above posts. The impact is considered in section 3.2 and 4 below.

3.2 Proposed changes

- 3.2.1 In the Chief Executive's restructure paper, it was recognised that, in moving to a commissioning council, the council still had a number of services which it delivered in-house. Therefore the new Communities directorate contains functions relating to commissioning and delivery of services. The proposals set out below will separate out these two functions under the leadership of two new assistant directors. These changes are designed to ensure that the objectives of the new Communities Directorate are achieved.

It is proposed to create two new Assistant Director Posts (tier 2)



3.2.2 Assistant Director for Communities and Targeted Services (Deputy Director)

The Assistant Director for Communities and Targeted Services will lead a team of officers who support communities and deliver targeted services. The aim will be to deliver services that build confidence, capacity and resilience within our communities.

The Assistant Director will be working with partners across the City to develop multi-disciplinary teams of workers based in localities to meet the diverse and holistic needs of citizens. The Assistant Director will be directly responsible for housing, community development and cohesion, the live healthy team, 0 -19 services, short break services and the work of the Safer Peterborough Partnership. The focus of the team will be to identify difficulties early and provide services that ensure these do not escalate.

Given the large portfolio of the Director for Communities this role will also deputise for the Director for Communities; this will include being the lead officer supporting the Community Safety and Stronger and Safer scrutiny committee and the Rural scrutiny committee work, as well as being the lead officer in work that covers both Peterborough and Cambridgeshire; this is particularly relevant in respect of work involving the police and probation services.

The Assistant Director will be responsible for:

- Strategic Housing: including Housing Needs, Housing Programmes, Housing Enforcement and the Care and Repair Agency
- Community Safety: including ASB and Victims, Substance Misuse, Domestic Abuse, Road Safety, Integrated Offender Management and the Connecting Families Programme
- Community Cohesion and Social Inclusion
- Community Development
- Public Health Delivery
- Neighbourhood Enforcement
- 0-19 services: including Youth in Localities, NEET, Early Years, Adolescent Intervention, Direct Intervention and Supervised Contact

- Children's Centres
- Short Breaks and Domiciliary Services for Children with Disabilities
- The Manor and Cherry Lodge residential homes
- Business Analyst Team (tracking)

3.2.3 Assistant Director for Commissioning

The Assistant Director for Commissioning will lead a team of officers who will identify the needs and aspirations of citizens and using their knowledge and experience of what services would be most successful in meeting the identified need arrange to purchase these at the best possible price.

The Assistant Director will ensure that there are sufficient quality and safe providers in the city and that services purchased represent value for money. Services purchased include those for children on the edge of and in care, independent school placements and services for vulnerable adults; including older people and adults with learning and mental health difficulties; also those with substance misuse issues and families where domestic violence is a feature. All services purchased will be focused on helping people to help themselves and learn new skills to build resilience for the future.

The Assistant Director will also manage the integrated processes team in children's services. This service supports agencies and organisations to identify difficulties in families early and access the right services to help the families. This team supports effective multi-agency working with children and their families who, without effective support in place, would be likely to develop increasingly complex difficulties. The Assistant Director will chair multi-agency resource allocation panels that secure the right services for children, young people and families, also they will manage the Access to Resources team who commission placements for children in care and who need independent school places.

The Assistant Director will be responsible for:

- Integrated Processes Team (CAF and Multi-Agency Access to Support Panels)
- Access to Resources Team (Children in Care Placements and Support Services)
- Education Commissioning (Independent School Placements and Alternative Education)
- Specialist Children's Commissioning e.g. Assessments, High Level Family Support
- Clare Lodge Secure Unit
- Young Carers Commissioning
- Older People/Physical Disability/Sensory Impairment/HIV and Carers Commissioning*
- Adult Mental Health Commissioning*
- Adult Learning Disabilities Commissioning*
- Children with Disabilities Commissioning
- Sexual Health and Sexual Violence Commissioning
- School Nursing Commissioning
- Alcohol Misuse Commissioning
- Health Visiting (from 2015)
- Contract Management, Strategy and Policy Team

* Move to the Communities Directorate by April 2014

Section 4 – Staffing Implications

- 4.1 It is the aim of the council to try and minimise compulsory redundancies where at all possible. As the commissioning areas from the four directorates are merged, the proposals identified in sections 3.1 and 3.2 will have the following implications.

- 4.1.1. It is proposed that the Assistant Director for Commissioning Children’s Services post will be deleted as it is no longer required, as the responsibilities of this role will be incorporated into the new Director for Communities post and the two new Assistant Directors posts. There is currently no permanent incumbent in post as the Assistant Director for Commissioning Children’s Services was recently appointed to the Director for Communities post.
- 4.1.2 It is proposed that the Assistant Director for Commissioning Adult Services post will be deleted as it is no longer required, as the responsibilities of this role will be incorporated into the new Director for Communities post and the two new Assistant Directors posts. This deletion would have no impact on staff as again, there is no incumbent in post.
- 4.1.3 The post of Associate Director for Public Health will be deleted as this is no longer required, as the responsibilities of this role will be incorporated into the new Director for Communities post and the two new Assistant Directors posts. There are no staffing implications as there is currently no incumbent in post.
- 4.1.4 With the proposed appointment of an Assistant Director for Communities and Targeted Services, it is proposed to delete the post of Head of Neighbourhoods as this will no longer be required. This puts the current post holder of the Head of Neighbourhoods at risk of redundancy. However it is proposed to slot the current Head of Neighbourhoods into the proposed role of Assistant Director for Communities and Targeted Services as the role incorporates all of the accountabilities of the role of Head of Neighbourhoods with only the addition of the 0 – 19 service and Short Breaks.
- 4.1.5 It is also proposed to delete the post of Head of Specialist Commissioning in Children’s Services as this will no longer be required with the proposed appointment of an Assistant Director for Commissioning. The New Assistant Director for Commissioning responsibilities will incorporate all those currently undertaken by the Head of Specialist Commissioning in Children’s Services. This would put the current incumbent at risk of redundancy. Whilst there are comparable elements between the Head of Specialist Commissioning Children’s Services and the new Assistant Director for Commissioning role, due to the greater level of responsibility and the broader remit attached to the new post, which includes commissioning for adult social care and public health, it is not considered a close enough match to slot any individual. It is therefore proposed that the role will be advertised internally where the “at risk” individual can apply. Should applications be received from “at risk” employees these will be considered ahead of any “non at risk” employees in accordance with PCC policy.

Management - Staffing implications of changes

Existing Job Title	No. Staff Affected	Proposed Change	Implications
Assistant Director Commissioning Childrens (Tier 2)	None Vacant post	Post deleted	No implications
Assistant Director Commissioning Adult Services (Tier 2)	None Vacant Post	Post deleted	No implications
Associate Director for Public Health (Tier 2)	None	Post deleted	No implications
Head of Specialist Commissioning Childrens (Tier 3)	1 FTE	Post deleted	At Risk – available to apply for Assistant Director for Commissioning
Head of	1 FTE	Post deleted	Individual at risk but slots

Neighbourhoods (Tier 2)			into Assistant Director Communities & Targeted Services
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New Roles

Assistant Director for Commissioning (Tier 2) (*Job Description shown at annexe 1*)

Assistant Director for Communities & Targeted Services (Tier 2) (*Job Description shown at annexe 2*)

Section 5 - Consultation Process

- 5.1 No unions are recognised for collective bargaining purposes for senior managers however the Joint Consultative Forum has been advised of the proposal and this document provides the details.
- 5.3 Individual consultation with each senior manager impacted by the proposal will commence on 16 December 2013 for a period of no less than 30 days. Please refer to the proposed consultation timetable set out below.
- 5.4 In accordance with Constitution, Employment Committee will appoint to the Assistant Director posts.

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. If there are similar jobs being created, the staff member may be ‘slotted’ or ‘ring fenced’ to those positions, depending upon how similar they are to their substantive post. If there are no similar jobs, the staff member is entitled to apply for internal vacancies and be considered, providing they are a suitable candidate, before members of staff that are not at risk.

Slot – This is where a new post is directly comparable to a deleted post and there is no competition for that post from other staff in a similar role. In this instance, the post holder will be transferred (or slotted) into the new post.

Ring fence – This is where a post is broadly similar to a deleted post. The member of staff will be interviewed to determine their suitability for the role. This may be a competitive process if there are other ‘ring fenced’ staff. However, non-ring fenced staff will not be interviewed until the outcome of the ring fenced interviews are known. Section 4 – Timeline and Consultation Arrangements

Overview of consultation timeline:

Date	Action
Monday 16 th December	JCF (Union) local representatives meeting to outline proposals and process.
Monday 16 th December	Directly affected staff to be briefed.
Monday 16 th December	Changes shared with wider Directorate in a full Communities Directorate event.
w/c 16 December	Stage one meeting commence with directly affected staff
17 January 2014	Closing date for general responses to the consultation

w/c 20 January 2014	Consultation response emailed to all staff and trade unions
	Employment Committee review job descriptions
	Internal Adverts for new posts
w/c xx January 2014	Interviews for new posts by Employment Committee
2014	Stage two meeting (if appropriate)
2014	Stage 3 meetings (if appropriate)
	New arrangements start

6.0 Summary

This document provides the basis for the 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.

First steps to confirm the structure and appoint to the newly created posts will not be taken until the consultation period has closed and all views and submissions have been considered.

Once a new management structure has been agreed and implemented, together we will then look at ensuring that each Service area is appropriate aligned.

7.0 Conclusion

The new arrangements proposed in this paper are designed to deliver the Council's priorities, aid the building of a strong senior leadership team within the new directorate to support the amalgamation of the commissioning and delivery functions and equally to support the achievement of the objectives of the Communities Directorate. The new directorate will target real need for both people and communities with a result of reducing the demand for our services over time and making communities safer to live in.

If this proposal is agreed it will generate a saving of £200,000.

Please email your comments initially to:

Director of Communities: Wendi Ogle-Welbourn
Email: [Wendi Ogle-Welbourn@peterborough.gov.uk](mailto:Wendi.Ogle-Welbourn@peterborough.gov.uk)
Tel: 01733 863749/07990974067

Or

HR Manager: Mandy Pullen,
Email: [Mandy pullen@peterborough.gov.uk](mailto:Mandy.pullen@peterborough.gov.uk)
Tel: 01733 863628

JOB TITLE: Assistant Director for Specialist Commissioning

REPORTS TO: Director for Communities

Job Purpose

To be accountable for the commissioning of all services to people with complex and/or enduring needs, including:

- Children and young people 'in care' and on the 'edge of care' and associated family support services and specialist assessments;
- Adults with significant learning disabilities;
- Adults, children and young people with Mental Health difficulties;
- Adults, children and young people with substance misuse difficulties
- Older people.

To hold lead responsibility for the commissioning of community based health services for children and young people, including school nursing, allied health professionals and similar services as these become the responsibility of the local authority, e.g. Health visiting in 2015.

To hold lead responsibility for the commissioning of public health services, such as, drug and alcohol services, domestic and sexual violence and sexual health services.

To ensure that all commissioning and service delivery activities:

- Are evidence based;
- Relate to outcomes;
- Deliver value for money;
- Promote independence, and;
- Enable communities to be self-sustaining wherever possible.

And that all services are delivered or commissioned:

- At the right time;
- By the right people;
- In the right place, and;
- At the right cost.

Organisation

The Assistant Director for Specialist Commissioning is a Tier 2 post reporting directly to the Director of Communities and the post holder is a full member of the Departmental Management Team.

The post holder will be responsible for approx. 120 staff across a range of specialities. The appropriate reporting structure underneath the Assistant Director for Specialist Commissioning post will be determined following appointment to the post.

The Assistant Director for Specialist Commissioning will be responsible for a gross budget in the region of £87m.

Principal Accountabilities / Responsibilities

The Assistant Director, Commissioning reports to the Director of Communities and is accountable for:

- Commissioning for Adult Mental Health;
- Commissioning for adults with Learning Disabilities;
- Commissioning for Older People/physical Disability/Sensory Impairments/HIV & Carers;
- Resource allocation panels;
- Commissioning for Children in Care and on the Edge of Care;
- Commissioning for complex Educational needs;
- Commissioning, Community Health, CAMHs, Substance Misuse, Sexual Health & Domestic Violence;
- Clare Lodge secure children's home;
- Early Help services and Integrated Processes for children and young people.

In addition the Assistant Director, Specialist Commissioning, chairs the Peterborough Access to Support and Joint Agency Support panels. These panels agree resource allocation to meet the needs of children, young people and their families with complex needs. These panels also contribute to effective safeguarding arrangements through their role of quality assuring assessment of need of our most vulnerable children and their families.

The Assistant Director has lead accountability for delivering the Council's ambition to commission and deliver cost effective services to people with complex needs that are outcomes focused, evidence-based and promote independence and re-ablement, and over which users of services can have influence, choice and control. This includes lead responsibility for working with partner agencies to develop joint commissioning approaches that achieve these objectives while reducing duplication and delivering coordinated and person-centred interventions and care and so requires the post-holder:

- To have lead accountability for influencing the Council and its key partners in bringing together innovative approaches to meeting needs that are cost effective and deliver real improvements in outcomes.
- To provide strategic direction, clear evidence-based decision making and robust performance management for their own areas, with a focus on enhancing the quality and productivity of the relationship between elected Members and senior officers.
- To work in partnership at all levels across the local authority and externally to the NHS, other statutory bodies, the independent and voluntary sectors, care providers, service users and their carers to achieve a greater focus on strategic commissioning against outcomes and on the delivery of services that meet identified need.
- 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 that the Council and its' partners are kept abreast of the changing legislative landscape and so are able to plan necessary changes in advance.
- To ensure that Members have confidence in the team of Assistant Directors reporting to the Directorate Management Team. This requires regular meetings with key Cabinet Members and others in order to ensure that the priorities of the Communities Directorate reflect those of the Council and of the Councillors.
- To ensure a very close working relationship is developed and maintained with the Director for Communities in order to achieve the strategic priorities of the Council. This reporting relationship will therefore include very regular meetings which could be as often as fortnightly during periods where projects of exceptional importance to the Council are in critical phases of implementation.
- To fulfil the requirements of their role through extensive partnership working within the organisation and across the broader strategic partnerships. Internal to the organisation, this requires regular constructive dialogue at all levels that enables challenges to be identified early and resolved creatively while ensuring that the key strategic messages relating to strategic priorities and resulting cultural change are clearly and persuasively communicated.
- External to the organisation, the Assistant Director for Specialist Commissioning will be required 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 their area of the Directorate. This includes decisions relating to all aspects of service design 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 Peterborough but will ensure that all such decisions are communicated in good time to the Director for Communities in order that any other activities or priorities can be taken fully into account.

Leadership

- To ensure that the Council performs its duties and functions in fulfillment of its 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 Council and act in the best interests of Peterborough 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 Director for Communities 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.
- Take a lead role in developing and shaping the Joint Strategic Needs Assessment and the Health and Wellbeing Strategy and in all activities relating to the commissioning of a range of health and wellbeing services including within the Council, Clinical Commissioning Group and Public Health England;
- Lead the development of the strategic commissioning framework as related to specialist commissioning and which shapes collaboration, contracting and procurement requirements while managing and developing the market in Peterborough to the benefit of the population, specifically in relation to;
 - Children and young people in care and on the edge of care;
 - Meeting the community health needs of children and young people including CAMH services, sexual health and substance misuse;
 - Adults with learning disabilities;
 - Adults with mental health needs;
 - Older people;
- Lead relevant partnerships that ensure effective collaboration and commissioning within Reablement and Specialist services as outlined above and in doing so, provide leadership, professional responsibility and accountability for the quality, sufficiency, sustainability and value for money of these services;

- Ensure that strategic commissioning activities deliver sustained improvements in performance as demonstrated by measurable outcomes based on reduced levels of dependency, increased levels of choice and control by service users in line with their aspirations and needs as well as those of other stakeholders, while improving value for money;
- Ensure that the voice of the users of services, their families and communities is heard at every level within the organisation and within partnership arrangements;
- Provide leadership to the secure children's home at Clare Lodge as preparations are made for its' outsourcing;
- To undertake any other duties and responsibilities [including taking a lead responsibility for particular issues and projects] as may be required by the Director for Communities.

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. 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 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.

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.

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 Peterborough.
- Strong understanding of social policy and the impacts of social exclusion in society.

Experience

- Extensive experience and proven track record at senior management level of successfully developing and delivering 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.
- 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.

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.

Political Restriction

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JOB TITLE: Assistant Director for Communities and Targeted Services
(and Deputy Director for Communities)

REPORTS TO: Director for Communities

Job Purpose

To lead and be accountable for strategies and services that build confidence, capacity and resilience in our communities, including:

- Strategic Housing
- Community Safety
- 0-19 services
- Community Cohesion and Social Inclusion
- Community Development
- Public Health Delivery
- Delivery of the Short Breaks service

To ensure services meet evidenced community need, and that communities are supported, empowered and given the tools to be at the heart of the council's commissioning frameworks.

To 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.

To lead on a range of targeted and universal solutions to challenges affecting children, young people, adults, families and communities through enabling collaboration, innovation and transformation across the Council and between partners.

To lead all aspects of the council's community development work in line with local and national strategies and policies including the Localism Agenda.

To be accountable for brokering and/or leading joined-up responses and solutions to challenging community issues across both the council and our wider partnerships.

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

To act as the deputy to the Director for Communities.

Organisation

The Assistant Director for Communities and Targeted Services is a Tier 2 post reporting directly to the Director of Communities and the post holder is a full member of the Departmental Management Team.

The post holder will be responsible for approx. 271 staff across a range of specialities. The appropriate reporting structure underneath the Assistant Director for Communities and Targeted Services post will be determined following appointment to the post.

The Assistant Director for Communities and Targeted Services will be responsible for a gross budget in the region of £16m.

Principal Accountabilities / Responsibilities

The Assistant Director is responsible for leading and managing the following teams:

- Strategic Housing: including Housing Needs, Housing Programmes, Housing Enforcement and the Care and Repair Agency
 - Community Safety: including ASB and Victims, Substance Misuse, Domestic Abuse, Road Safety, Integrated Offender Management and the Connecting Families Programme
 - 0-19 services: including Youth in Localities, NEET, Early Years and Adolescent Intervention
 - Community Cohesion and Social Inclusion
 - Community Development
 - Public Health Delivery
 - Delivery of the Short Breaks service
-
- To have lead accountability for delivering the Council's 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 be accountable for the results and improvement in performance of the specific service area. There is also a shared responsibility for ensuring that all service areas work together effectively to commission and deliver cost effective services that meet the needs of the citizens of Peterborough.
 - To have lead accountability for influencing the Council and its key partners in bringing together innovative approaches to meeting needs that are cost effective and deliver real improvements in outcomes.
 - To provide strategic direction, clear evidence-based decision making and robust performance management for their own areas, with a focus on enhancing the quality and productivity of the relationship between elected Members and senior officers.
 - To work in partnership at all levels across the local authority and externally to the NHS, other statutory bodies, the independent and voluntary sectors, care providers, service users and their carers to achieve a greater focus on strategic commissioning against outcomes and on the delivery of services that meet identified need.
 - 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 that the Council and its' partners are kept abreast of the changing legislative landscape and so are able to plan necessary changes in advance.
 - To ensure that Members have confidence in the team of Assistant Directors reporting to the Directorate Management Team. This requires regular meetings with key Cabinet Members and others in order to ensure that the priorities of the Communities Directorate reflect those of the Council and of the Councillors.
 - To ensure a very close working relationship is developed and maintained with the Director for Communities in order to achieve the strategic priorities of the Council. This reporting relationship will therefore include very regular meetings which could be as often as fortnightly during periods where projects of exceptional importance to the Council are in critical phases of implementation.
 - To fulfil the requirements of their role through extensive partnership working within the organisation and across the broader strategic partnerships. Internal to the organisation, this requires regular constructive dialogue at all levels that enables challenges to be identified early and resolved creatively while ensuring that the key strategic messages relating to strategic priorities and resulting cultural change are clearly and persuasively communicated.
 - External to the organisation, the Assistant Director for Communities and Targeted Services will be required 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 their area of the Directorate. This includes decisions relating to all aspects of service design 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 Peterborough but will ensure that all such decisions are communicated in good time to the Director for Communities in order that any other activities or priorities can be taken fully into account.

Leadership

- To ensure that the Council performs its duties and functions in fulfillment of its 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 Council and act in the best interests of Peterborough 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 Director for Communities 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 lead the development of the community development 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 their aspirations and needs 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 Director for Communities.

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. 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 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.

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.

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 Peterborough.
- Strong understanding of social policy and the impacts of social exclusion in society.

Experience

- Extensive experience and proven track record at senior management level of successfully developing and delivering 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.
- 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.

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.
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