

## JOB DESCRIPTION FORM

**Job Title & Salary Band:** Executive Director for Adult Services (DASS)  
Salary band - £142,511 - £173,753 (dependent on experience)

**Job Holder:**

**Reports to:  
(Name & Title)** Chief Executive – Matt Gladstone

### 1. Job Purpose:

An Executive Director of the Council and a core member of the Corporate Leadership Team (CLT), this role takes collective and shared responsibility for the effective leadership and corporate management of the Council's services, delivery of the Council's statutory functions, improved outcomes and ensuring the most effective use of the Council's resources.

This is a strategic role responsible for establishing and implementing a clear, ambitious vision for Peterborough as a place of growth, regeneration and inward investment to achieve resilient communities with opportunities for residents to thrive.

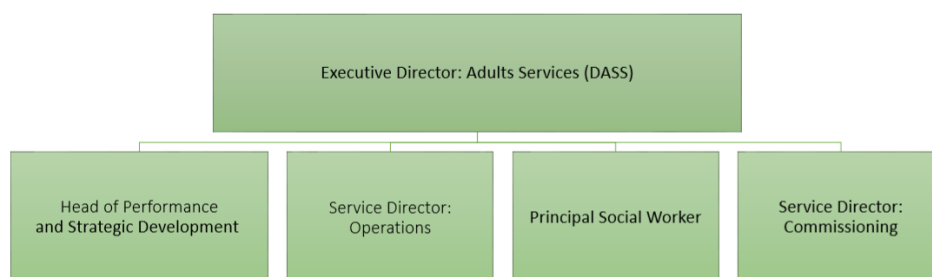
Responsibilities include:

- To lead, direct, develop and manage Adult Social Care and the transformation of services across the Council with a view to promoting independence, improved outcomes and health and well being. Deliver the Council's key corporate and partnership priorities that fall within the remit of the portfolio and in line with the corporate plan.
- As the Council's statutory DASS, advise the Chief Executive, Leader, relevant Cabinet Members, Senior Management Team and the Council on Adult Social Care including adults safeguarding, the development of partnership arrangements and integrated approaches.
- Lead the commissioning, provision and delivery of services and initiatives that understand and address the needs of children and young people and vulnerable adults and their families. These activities will be directly on behalf of the Council and with partners across the Integrated Care System, the independent, voluntary and community sector and regulators.
- Represent Peterborough City Council ensuring effective system leadership as a

key part of the Cambridgeshire and Peterborough Integrated Care System.

## 2. Organisation:

The role is a Tier 2 post reporting directly to the Chief Executive and is a full member of the Councils' Corporate Leadership Team.



## 3. Leadership and collaboration:

Provide clear, compelling and inspiring leadership to the Council contributing to the delivery of the Council's Purpose, Strategic Priorities, communicating a clear vision and purpose to positively engage others, internally and externally.

Ensure a leading contribution to the development and delivery of the Council's Corporate Strategy, Medium Term Financial Strategy and Workforce Plan. Actively understand the challenges faced by colleagues across the organisation to be able to effectively support all CLT colleagues to deliver their objectives as well as those of the whole council.

Create a high-performance culture by providing strong and motivational leadership to drive continuous improvement, efficiency savings and higher levels of satisfaction for residents of the County. Actively promote the council's priorities and ways of working and the Council's values and behaviours to ensure they are delivered throughout the organisation.

Personally role model and take responsibility for ensuring an effective approach to corporate parenting and safeguarding of vulnerable people is embedded in areas of responsibility.

Develop and implement effective communication and engagement arrangements with service users, stakeholders, communities and partnership agencies to facilitate effective relationships that drive improvements in service delivery.

Lead the development and maintenance of strong and strategic relationships with key external stakeholders in the public, private and community and voluntary sectors, to optimise opportunities for delivering services in partnership wherever this would generate improved outcomes, effectiveness, or efficiency.

Ensure that the Council is able to specifically influence, work with and achieve collaborative benefits and investments, in partnership with the Cambridgeshire and Peterborough Combined Authority, NHS Cambridgeshire and Peterborough Integrated Care System and the Greater Cambridge Partnership and District and City Councils.

As a Senior Responsible Officer (SRO) or Sponsor of major programmes and projects of change and delivery, ensuring effective programme and project management approaches are applied, ensuring delivery to time, budget and plan, managing risks and issues dynamically and ensuring benefits planned are realised.

To perform the role of 'on-call' Executive Director as part of the rota for local resilience and business continuity arrangements.

As a member of CLT, at times, you should expect to deputise for the Chief Executive.

#### **4. Governance:**

Fully understand and uphold the Constitution, Scheme of Financial Delegation and Contract Procedure Rules of the Council and ensure that they are followed throughout the directorate as well as that effective strategy, policy and resource considerations are at the heart of decision making so that services are delivered as efficiently and effectively as possible.

Support the democratic process, providing advice to elected members on the appropriate response to local, regional, national, and international matters as well as the internal business of the Council.

Champion and lead effective management of risk and the active response to audit findings in relation to service delivery and be jointly accountable with others in CLT for the corporate risk register and corporate risk framework of the Council.

Ensures the Council fulfils its duties in relation to standards, complaints, and scrutiny, to maintains an open culture of transparency, accountability, and ownership, taking responsibility for mistakes, putting them right and learning lessons for future improvement.

Act to protect and improve the overall reputation of the Council, representing the Council at appropriate local, regional, and national forums and in the media, as required.

To promote, preserve and protect the health, safety and wellbeing of councillors, employees, service users, contractors, and partners in the provision of Council services, ensuring that the provisions of all relevant legislation are achieved, such as the Health and Safety at Work Act 1974.

## 5. Innovation:

Champion innovation by being open minded to new and radical ways to deliver services, actively seeking out good practice from others to learn from to develop our own service design and delivery.

Promote a culture of continuous improvement by encouraging colleagues to share ideas, take appropriate risks, and recognising innovation.

Champion and embed a performance and quality assurance culture that delivers results through rigorous open challenge, personal accountability, and continuous improvement

## 6 Equality, Diversity and Inclusion:

Promote an organisational culture that is positive, safe, respectful, and compassionate, as well as open to change and feedback enabling everyone to feel empowered and valued.

Act at all times in ways that create an inclusive environment where people can thrive and be empowered to do their best. Role model good behaviour and practice and proactively seek ways to ensure staff feel valued and develop a sense of belonging.

Demonstrate awareness of the diverse needs of our residents to inform the decisions made about the services we deliver and ensuring a robust approach to equality impact assessments and their application to employment, service delivery and policy development.

## 7. Finance:

The post holder is responsible for £112 million gross expenditure - this includes the commissioning budgets for adults and children.

The post holder will:

- continually review and reshape service delivery to achieve financial efficiencies and maximise opportunities for income generation, whilst maintaining the highest standards of service delivery
- ensure the effective management and deployment of all appropriate budgets in line with agreed financial processes, envelopes and savings, including contract budgets for people services and pooled budgets where appropriate.

**8 Staff:**

The postholder will be responsible for a workforce of approximately

Adult Services - 252  
Commissioning - 39

In addition, the postholder is responsible for forming and maintaining effective relationships with Senior Officers and Chief Executives in the NHS, including Secondary Care, Primary Care, Community Health, Community and Safety Groups (LA and partner organisations), Education, Public Health and both the voluntary sector and independent Healthcare and Social Care providers.

**9. Principle areas of accountability:**

- As the Councils' identified lead for Adult Services and Commissioning, advise the Chief Executives, Corporate Leadership Teams, Leaders of the Council and Cabinet Members on strategies, plans and performance of these areas. Ensure timely advice on all related matters of local and national policy and statutory requirements to enable the Council to make informed decisions.
- Responsible for statutory DASS functions as follows:
  - (i) Accountability for assessing local needs and ensuring availability and delivery of a full range of adult social care services
  - (ii) Professional leadership, including workforce planning
  - (iii) Leading the implementation of standards
  - (iv) Managing cultural change
  - (v) Promoting local access and ownership and driving partnership working
  - (vi) Delivering an integrated whole systems approach to supporting communities
  - (vii) Promoting social inclusion and wellbeing
- Strategically manage the commissioning, provision and delivery of services which safeguard and address the needs of adults and children eligible for social care support across the district.
- Drive improvement in both quality and performance within adult social care within the Council and within the independent sector and lead work to prepare for and respond to external assurance processes for adults and children for 0-25 children with disability services.
- Lead the Council's response to national changes in relation to Adult Social Care and national reforms providing advice to the Chief Executive, Leader and Members about any area where the Council will need to make changes in order to respond.
- Provide strategic oversight of the social care market, quality and care sufficiency and take proactive steps to manage and develop the market in a way that meets the needs of Peterborough residents.

- Develop and implement a strategic approach to building and developing the adult social care workforce both within the Council and with social care providers in the independent sector.
- Provide excellent and inspirational leadership to a diverse, multidisciplinary workforce, driving customer focused service delivery, embedding a culture of change, positive behaviors, solution focused approaches, continuous improvement and common professional standards.
- Ensure that the Council meets its statutory obligations in relation to Adult Social Care, commissioning services for children and adults in all aspects of equalities legislation.
- Develop and deliver annual directorate and financial business plans, ensuring effective management of the budget and management of demand ensuring that statutory functions are met and there is sufficient budget to deliver statutory services
- Initiate and lead transformation programmes across Adult Social Care and Commissioning to deliver improved outcomes, manage demand and ensure efficiency and maximisation of Council resources.
- Drive a systematic approach to personalisation and co production involving the people the Council supports and their family and carers, working closely with the voluntary sector, Partnership Boards and parent/ carer voice organisations for 0-25 services.
- Champion a coherent multi agency approach to service delivery. Work closely with partners to develop the best possible arrangements for early help, prevention and intervention.
- Nominated executive lead for the Integrated Care System working with the Chief Executive and the Director of Public Health. Ensure the Council's accountabilities and responsibilities are executed within joint commissioning and delivery arrangements; including safeguarding vulnerable adults, delivery of outcomes and financial accountabilities and responsibilities.
- Lead responsibility for ensuring that Section 75 agreements with the NHS for integrated services deliver the right outcomes and quality and adapt to the changing context and comply with national and local standards and requirements
- Ensure Adult and Commissioning services are high quality and responsive to organisational, political and residents' needs and reflect corporate priorities, government direction and legislative change.

## 10. Areas of responsibility:

The post is responsible for directing a number of Service Directors and Heads of Service and will ultimately be responsible for a workforce across a range of council services as follows:

- All Adult Social Care Services- including Early Help, Multi Agency Safeguarding Hub, Home Service Delivery Model, Reablement, Assessment, Long Term Care, Integrated Learning Disability Services, Transfers of Care and Financial Assessment services
- Children with Disability (0-25) Services including Cherry Lodge (children's home)
- Commissioning including Brokerage, Contracts and Access to Resources

## 11. Key relationships:

### Elected Members

- Council Leader
- Portfolio Holder
- Scrutiny Chairs

### Manager (Chief Executive)

- 1:1 meeting monthly
- CLT meeting weekly
- Constant performance review
- Regular e-mail, telephone and personal contact and ad hoc meetings as required

### Direct reports

- 1:1 meeting monthly
- Departmental Management Team meeting fortnightly
- Regular e-mail, telephone and personal contact and ad hoc meetings as required

### Partners

Senior officers in:

- The Combined Authority
- The Eastern Region
- Cambridgeshire County Council
- The Integrated Care Board and System
- The Voluntary and Community Sector
- Police and Crime Commissioner
- Cambridgeshire Constabulary
- NHS Community and Acute Trusts

### Other contacts

- Regular contact with staff across the directorates and commissioned services
- Extensive involvement and representation in communities and cross-sector

partnerships

- Regular meetings with service providers to provide strategic management and direction, and performance management
- Regular correspondence and engagement with Members of Parliament
- Regular presentations to a variety of groups and organisations
- Regional national and international professional partnerships
- Regular contact with elected representatives, informally, and formally
- Regular interaction with Department of Health, the Department for Communities and Local Government, Ofsted, the Care Quality Commission

## 12. Decision Making Authority:

### This post:

Takes all strategic and operational decisions relating to the business and statutory framework of the division without reference to the Chief Executive, who is kept informed of high-profile matters on a need-to-know basis.

- Informs and/or consult the Chief Executive about all politically sensitive and complex matters relating to the business of the division.
- Takes responsibility for the development of strategic business and financial plan for the directorate in the contest of a collaborative corporate and departmental planning framework.
- Takes responsibility for the financial decisions within the overall budget directorate and corporate standing orders and financial regulations.
- Makes recommendations to the Chief Executive in relation to strategic policy and planning of the division, defining priorities, and developing plans in response to those priorities.
- Contributes to the strategic development of the department as a member of the Senior Management Team.
- Extensive and significant decision-making authority at an operational, strategic and financial level - most aspects of the role are autonomous (within statutory and policy constraints).
- Wide ranging delegations set out within the Constitution, and the ability to make decisions within the Chief Executive's delegations, in their absence.

## 13. Person Specification:

### Essential qualification:

- Qualified to degree level or equivalent by experience.
- Evidence of continuous professional and leadership skill development.

### Desirable qualification:



- A relevant Postgraduate Level qualification or equivalent and/or relevant compensating experience at a senior leadership level.
- Higher degree and / or professional Qualification – relevant to the requirements of the role.

## **Knowledge / Experience:**

Significant and successful experience of:

- Working at a senior level within a large and complex organisation with comparable scope, responsibilities, budget, and resources.
- Providing balanced strategic advice and guidance in a political setting.
- Leading the delivery of public services with competing priorities and demands often outside of the Council's direct control.
- Leading transformational change and creating innovative service models, particularly in response to the demands of an organisation that is undergoing a radical transformation and modernisation.
- Delivering complex projects on time and within budget and outcomes.
- Leading and contributing to strategic decision making, resource allocation and to policy formulation and delivery, adopting a problem-solving culture.
- Delivering creative and innovative solutions to improve the use of resources and achieve value for money across an organisation.
- Establishing a strong performance culture including effective performance measures, evaluation of service quality and the improvement of service delivery to achieve the Council's objectives.
- Leading, managing and developing employees to sustain high levels of service delivery, recognising and developing talent.
- Developing and nurturing positive and constructive working relationships with a wide range of customers, stakeholders and partners, maintaining a positive personal and organisational profile.

## **Role specific:**

- Proven achievement of leadership success across Adult Social Care and wellbeing activities with the ability to show broad scope of interpreting complex regulatory requirements whilst delivering services with strong social impact.
- An in depth understanding and commitment to safeguarding and the issues involved in tackling inequalities and disadvantage.
- Strong understanding of the health system and independent provider requirements.
- Strong appreciation of the varying needs of a diverse community.
- Demonstrable experience of joint work with the NHS.
- Good knowledge of best practice methodologies, local, regional and national policy developments and stakeholder knowledge to enable effective collaboration and commissioning arrangements.
- Thorough understanding and experience of managing the principal responsibilities and key challenges facing local government in the provision and management of adult services.
- Thorough commercial and financial understanding of Commissioning, market

management and development.

**Skills:**

Ability to demonstrate:

- A comprehensive understanding of the current issues and challenges facing local government as well as the statutory framework governing the sector.
- Skills in understanding and responding to different perspectives and taking a cross-organisational approach, gained by working in a political or similarly challenging environment.
- Business acumen and an entrepreneurial mindset to lead the strategic delivery of services and maintain a focus on obtaining best value for money at all times balanced, against the difficult and sensitive challenges faced.
- Ability to lead, develop and sustain effective team, partnership and multi-agency working through strong effective advocacy, influencing and negotiating skills.
- Skills to provide creative solutions to complex problems together with high level analytical, presentational and communication skills.
- Ability to establish and sustain positive relationships that generate confidence, ability and trust.
- Highly developed influencing and negotiation skills to operate at a strategic professional and political level, locally and nationally.
- Understanding of the barriers to organisational and cultural change and the commitment to being a catalyst for change.

**Role specific:**

- 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.

**Personal Effectiveness:**

Ability to demonstrate:

- A clear and strong personal commitment to equality, diversity and inclusion and a track record of developing inclusive services and leading by example.
- Evidence of leading people and services to recognise, respect and value individual needs to achieve a culture of inclusivity.
- Evidence of operating effectively and openly within the democratic process with the political acumen and skills to develop productive working relationships with Councillors that command respect, trust and confidence.
- Personal and professional credibility which commands the confidence of elected members, senior managers, staff, external partners and external stakeholders.
- Leadership by example with a style that empowers others and is open to question and challenge as well as a commitment to continuous self-improvement.
- A commitment to and evidence of successful strategies in managing personal resilience and wellbeing at a leadership level and promoting positive leadership practice, role modelling these behaviours for others.
- Evidence of planning for the future delivery of services, including effective workforce planning for future challenges.

#### 14. Additional Information:

##### **Political Restriction**

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.

##### **Context of Role:**

###### Operating

The role is about the strategic leadership, commissioning and management of a wide range of services and diverse partnerships. The post holder will need to promote, develop, lead 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.

###### Environment

The role regularly interacts with partners, commercial providers, businesses, developers and investors, district, town and parish councils, community groups, interest groups, and strategic leaders across the public and voluntary sectors, locally, nationally and internationally.

The post holder will need to operate in a political environment with a number of political groups across the Council, 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 of the Council 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 team's impartiality and a recognition that policies and priorities of the political groups in the Council may be different.

To continue to deliver services and to ensure that the Council is legally compliant in the services that they deliver as resources reduce, thus avoiding legal challenge as far as possible.

The post holder will 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.

###### Framework

The role is governed by a clear statutory framework and other key legislation that relates to the statutory functions of Local Authorities- the Care Act 2014 and the Children and Families Act 2014 specifically. The role is further governed by health and safety legislation, contract and financial management regulations, relevant inspection and regulation or assurance frameworks (including Ofsted and CQC), and the Council's constitution.

**SIGNATURES:**

After reviewing the questionnaire sign it to confirm its accuracy

**JOB HOLDER:** \_\_\_\_\_

**DATE:** \_\_\_\_\_

**LINE MANAGER:** \_\_\_\_\_

**DATE:** \_\_\_\_\_