

Meeting of:	Senior Management Appointment Committee
Date of Meeting:	Thursday, 13 October 2022
Relevant Scrutiny Committee:	Healthy Living and Social Care
Report Title:	Appointment, Recruitment and Selection Arrangements of the Head of Adult Services / Vale Alliance
Purpose of Report:	To set out the arrangements to approve the recruitment and selection of the position of Head of Adult Services / Vale Alliance in the Directorate of Social Services.
Report Owner:	Director of Social Services
Responsible Officer:	Director of Social Services
Elected Member and Officer Consultation:	Cabinet Member, Social Care & Health.
Policy Framework:	The issues within this report are delegated to the Senior Management Appointment Committee in accordance with the Council's Constitution.
<p>Executive Summary:</p> <ul style="list-style-type: none"> This report sets out the background for the Senior Management Appointment Committee to consider for the proposed appointment of the Head of Adult Services / Vale Alliance post following the current postholder's resignation. 	

Recommendations

1. To approve the recruitment and selection arrangements for the post of Head of Adult Services / Vale Alliance, Directorate of Social Services following the resignation of the current postholder.

Reasons for Recommendations

1. To ensure that the appointment, recruitment and selection arrangements for the position of Head of Adult Services / Vale Alliance are progressed in accordance with the approval of the Committee and in accordance with the requirements of the Council's Constitution.

1. Background

- 1.1 This position will become vacant following the resignation of the current postholder and a 6 month notice period which expires on the 28th February 2023.
- 1.2 The purpose and remit of this Head of Service position were set out in a Cabinet report of the 6th February 2017 which facilitated a restructure in Social Services. The impact of the pandemic and the current shortages of care staff indicate that this post continues to be required. The grade, the terms and conditions along with the duties and responsibilities of the post will remain the same.
- 1.3 The role was renamed in 2022 to reflect the developing integrated arrangements which are being realised through the Vale Alliance.
- 1.4 The role will continue to retain responsibility for substantial revenue budgets which are frequently under pressure, along with significant commissioning activities and be a member of the Social Services Directorate Management Team.
- 1.5 The recommendations as set out in this report are intended to commence and conclude the recruitment process for the established post of Head of Adult Services / Vale Alliance in a timely manner.

2. Key Issues for Consideration

- 2.1 On the basis of the above it is proposed to advertise the post concurrently internally on the Councils Website and externally in Community Care and Wales on line, Linked in and the Job Centre in October 2022.
- 2.2 A Copy of the Job Description and Person Specification are attached in appendix A and B. A copy of the advert will be tabled on the day.
- 2.3 Following receipt of applications, it is proposed that an initial short list of suitable candidates are identified by the Director of Social Services in consultation with a representative from Human Resources, the Head of Primary and Intermediate Care (Cardiff and Vale UHB), and the relevant Cabinet member having regard to the proposed Job Description and Person Specification for the post. Following short listing, the selected candidate(s) will be invited to attend technical

interviews in October/November. The technical interview with Officers from the Social Services Directorate and Cardiff & Vale UHB will include various in-tray exercises and assessment tools to support this process and shortlisting.

- 2.4** On conclusion of the above technical selection process, suitable applicant(s) will be identified and will be invited to attend for interview by the Senior Management Appointment Committee. It is proposed that, at the meeting of the Committee, members receive a presentation and interview the final short-listed applicant(s) and that Members then determine if there is a suitable internal candidate for appointment to the vacant post.

3. How do proposals evidence the Five Ways of Working and contribute to our Well-being Objectives?

- 3.1** This post facilitates a number of collaborative and integrated arrangements with statutory and not statutory partners.

4. Climate Change and Nature Implications

- 4.1** There are no Climate Change and Nature Implications as a direct result of this report.

5. Resources and Legal Considerations

Financial

- 5.1** The funding for the post is shared 50/50 between ourselves and Cardiff and Vale UHB and is already included in the Social Services budget and so no additional funding is required.
- 5.2** For the information of members, the proposed Job Description and Person Specification were previously supplied to the Hay group who confirmed that the duties and responsibilities fall within the Council's published Head of Service grade/salary provisions.

Employment

- 5.3** The proposed advertisement, recruitment and selection proposals set out in this report will be managed in accordance with the Council's equality proofed Recruitment and Selection Policy, Avoiding Redundancy provisions and within the requirements of The Local Authorities (Standing Orders) (Wales) Regulations 2014.

Legal (Including Equalities)

- 5.4** The recruitment arrangements to the posts set out in this report are congruent with the requirements of the Council's Constitution and the requirements of The Local Authorities (Standing Orders) (Wales) Regulations 2014.

6. Background Papers

Cabinet Report of the 6th February 2017.

JOB DESCRIPTION

JOB DETAILS

- Job Title: **HEAD OF ADULT SERVICES AND VALE ALLIANCE (JOINT APPOINTMENT)**
- Grade: **CHIEF OFFICER (LOCAL AUTHORITY)**
- Salary: **£73,192 - £81,325 plus a supplement of £10,692.96 (Terms and conditions of service will depend upon NHS or Local Authority employer)**
- Hours: **In accordance with existing conditions of service within the NHS or the local authority
There may be a requirement to work in excess of contractual hours at times, in accordance with the needs of the service.**
- Department: **The Vale of Glamorgan Council and Cardiff and Vale University Health Board (UHB)**
- Function: **Delivering integrated health and social care services in the Vale of Glamorgan Council**
- Base: **Barry Dock Office/ Hybrid**
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ORGANISATIONAL ARRANGEMENTS

- Accountable to: **Director of Social Services and the Director of Operations, Primary, Community and Intermediate Care**
- Responsible for: **The Adult Services Division in the Local Authority and the Vale Locality Team in the University Health Board**

JOB PURPOSE:

To ensure leadership and delivery of safe and effective integrated health and social care services across the Vale of Glamorgan, in line with national and locally agreed standards and models. Working with Primary Care, Voluntary Sector, and other key partners to drive forward service development and improvement objectives in line with local and national policy, as set out in the Social Services and Wellbeing Act, the Wellbeing of Future generations Act, Prudent Healthcare and the Welsh Government Primary Care Plan for Wales.

The post holder will:

1. On behalf of the Council and the UHB, have operational responsibility for the development and delivery of safe, effective and high quality integrated adult social care and community health services, which reflect national and local priorities and which have maximum impact in meeting need within local communities across the Vale of Glamorgan.
2. Maximise opportunities for integration considering new ways of working to ensure best use of resources.
3. Deputise for the Director of Social Services/ Director of Operations as appropriate and be a member of their Corporate Management Teams.
4. Identify and progress opportunities for service improvement and the modernisation of health and social care services and manage any changes with the workforce. This will involve working across the whole health and social care system on agreed areas of responsibility.
5. Promote the development of culture and behavioural changes required for the provision of seamless services across organisational and professional barriers.
6. Using statutory multi agency partnerships, build relationship with external stakeholders, ensuring a focus on health improvements, well being and integration of services across the Vale of Glamorgan.
7. Lead and manage the health and social service workforce in order to develop highly motivated and empowered teams creating an environment where everyone can excel.
8. Improve the patient pathway and ensure the achievement of the Council's and UHB's corporate and national objectives.
9. Ensure financial targets are met and that services are delivered to agreed budgets.
10. To ensure that the UHB and the Council comply with all relevant statutory requirements and regulatory frameworks, specifically relating to adult social care services, community and secondary healthcare services (to include acting as the responsible person in relation to care standards requirements).

Duties and Responsibilities

Strategic Planning and Service Development

- Interpret Welsh Government legislation, strategy, policy and guidance to ensure local delivery, within available resources.

- Interpret legal and statutory responsibilities of the Council and the UHB.
- Lead and be responsible for robust planning and development processes in place to ensure that comprehensive needs assessment, service review and change management practices are in place to redirect resources to meet agreed national and local priorities.
- On behalf of the Primary, Community and Intermediate Care Clinical Board, jointly manage the Locality Team's delivery of allocated divisional-wide responsibilities.
- On behalf of the Directorate of Social Services, manage the delivery of Adult Services.
- Work in partnership with a wide range of organisations, including the Public Health, lead the Locality and its development into a public health led organisation which is able to play an active and participative role in promoting good physical and mental health and well being for all and reducing inequalities in access, care and treatment across the Locality/ Cluster services.
- Engage and lead where appropriate in developing and implementing wider strategies, to improve the health of citizens and reduce health inequalities across the locality and at Cluster level.

Service Provision

- Lead the development of an integrated local service strategy to deliver national and local priorities, developing the Vale Alliance where appropriate and developing joint arrangements which ensure cohesive and robust service delivery.
- Improve service efficiency and ensure implementation of change plans, in line with national and local strategies and within agreed financial and performance management frameworks.
- Ensure, with the Locality management team, that systems for corporate governance and application organisations' Corporate Risk Assurance Frameworks are in place.
- Monitor performance and initiate appropriate action to ensure appropriate standards are achieved and maintained.

Service User Related Tasks and Duties

- Be responsible for ensuring systems are in place for involving stakeholders, the public, service users and carers in the planning, securing and monitoring of health and social care services.

- Ensure that statutory and legal requirements for service delivery in adult social care are met, within available resources.
- Support the development of integrated care pathways, in line with guidance and ensure local interpretation and delivery.
- Ensure a responsive, customer-focused approach in the delivery of local services.

Performance Management

- Ensure all functions are supported by robust and effective information which support evidence-based decision making.
- Ensure planning, commissioning and performance management systems and all progress reporting mechanisms provide for effective use of resources and demonstrate rigorous risk management.
- Ensure compliance with Data Protection, Freedom of Information and Caldicott requirements, particularly relating to the planning and commissioning of patient/care services.
- Ensure that targets are achieved in areas of responsibility, within available resources.

Human Resources

- Hold responsibility for the Adult Services Division of the Council's Social Services Department and joint operational management of the Vale Locality Team of the UHB.
- Manage effectively all relevant teams across the two organisations and ensure that duplication of effort is minimised, to maximise the collective resources of the UHB and the Social Services Directorate.
- Ensure that all line-managed staff have clear individual and team objectives, which are regularly monitored, in order to deliver corporate and operational objectives.
- Ensure that there are clear communications with and well defined accountabilities for all line-managed staff.
- Support and develop staff, ensuring that all Council and UHB objectives are progressed and achieved.
- Support the induction and development of other staff across both organisations, as required.
- Lead on the development of skill mix within teams in areas of responsibility.

Financial Resources

- Take lead responsibility for managing the effective use of delegated budgets (in consultation with relevant colleagues) as defined by the delegated decision making framework of the Council and the UHB.
 - Act as the budget holder for all adult social care services and a range of community based health services on behalf of residents in the Vale of Glamorgan. This involves ensuring fair access for all while demonstrating effective deployment of pooled resources to meet agreed national and local targets.
 - Work closely with appropriate Finance managers in the Council and the UHB, supporting the Divisional Director and the Director of Social Services in local discussions leading to successful completion of a balanced service and financial framework for the Council and the UHB.
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COMPETENCE

You are responsible for limiting your actions to those which you feel competent to undertake. If you have any doubts about your competence during the course of your duties, you should immediately speak to your line manager/supervisor.

RISK MANAGEMENT

It is a standard element of the role and responsibility of all staff that they fulfil a proactive role towards the management of risk in all of their actions. This entails the risk assessment of all situations, the taking of appropriate actions and reporting of all incidents, near misses and hazards.

RECORDS MANAGEMENT

As an employee of the Council and the UHB, you are legally responsible for all records that you gather, create or use as part of your work, whether paper based or on computer. All such records are considered public records, and you have a legal duty of confidence to service users (even after an employee has left the Council/UHB). You should consult your manager if you have any doubt as to the correct management of records with which you work.

HEALTH AND SAFETY REQUIREMENTS

All employees of the Council and the UHB have a statutory duty of care for their own personal safety and that of others who may be affected by their acts or omissions. Employees are required to co-operate with management in meeting its legal duties and should report any hazardous situations or defective equipment.

FLEXIBILITY STATEMENT

The content of this Job Description represents an outline of the post only and is therefore not a precise catalogue of duties and responsibilities. This Job Description, therefore, is intended to be flexible and subject to review and amendment in the light of changing circumstances, following consultation with the post holder.

CONFIDENTIALITY

All employees of the UHB and the Council are required to maintain the confidentiality of members of the public and members of staff in accord with all relevant policies.

EQUALITY

The Council and the UHB will take all practicable steps to ensure that staff are recruited, managed, developed, promoted and rewarded on merit and that equal opportunities are given to all staff. Each employee is responsible for their own professional and personal behaviour and there is a requirement for all staff to conduct themselves in a manner which should not cause offence to another person.

PERSON SPECIFICATION

HEAD OF ADULT SERVICES AND VALE ALLIANCE (JOINT APPOINTMENT)

ESSENTIAL	DESIRABLE	ASSESSMENT METHOD
QUALIFICATIONS		
<ul style="list-style-type: none"> • Qualification to Masters degree level (or equivalent professional experience) • Evidence of management development through continuous professional development and/or formal management courses 	<ul style="list-style-type: none"> • Recognised management qualification • Relevant professional qualification • Recognised Project Management qualification 	<ul style="list-style-type: none"> • Certificates
EXPERIENCE		
<ul style="list-style-type: none"> • Significant experience of successfully managing health and/or social care services at a senior management level • Experience of leading partnership working across a range of agencies and professional boundaries (and in a political context) • Experience of managing and leading change at a strategic and operational level • Experience in the successful use of performance management 	<ul style="list-style-type: none"> • Commissioning services and or negotiation of contracts 	<ul style="list-style-type: none"> • Application Form • Interview • References

<ul style="list-style-type: none"> • Extensive financial and resource management experience • Proven track record in the development and improvement of services • Experience of effective stakeholder management and of working positively with users and carers 		
KNOWLEDGE/SKILLS		
<ul style="list-style-type: none"> • Extensive knowledge of the key strategic issues, initiatives and partnership frameworks within health and social care • Effective leadership, organisational and people management skills • Ability to negotiate and influence outcomes and decision making processes consistent with the needs of the service • Effective skills in managing change and performance management • Proven ability to implement performance and quality management frameworks • Capacity to think and act strategically positively whilst maintaining and improving a busy operational service. 	<ul style="list-style-type: none"> • Knowledge of Research methodologies and application • Spoken or written Welsh Language 	<ul style="list-style-type: none"> • Application Form • Interview • References • Assessment Centre

<ul style="list-style-type: none"> • Competent in the use of Information, IT and project management tools and techniques • Competent and skilled in demand management and capacity planning • Ability to develop and maintain effective multi-disciplinary working relationships particularly during change • Clear understanding and proven ability to manage all aspects of risk 		
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PERSONAL ATTRIBUTES

<ul style="list-style-type: none"> • Excellent interpersonal and influencing skills together with the ability to communicate complex, sensitive and complex information and manage diplomatically • Numerical, literacy and problem solving skills. • The ability to audit and analyse complex information to identify options and solutions. • Managing conflict within service priorities and staff • Evidence of continuous professional development and the acquisition of new skills/knowledge in the past five years. • Ability to work flexibly and cope with a large and unpredictable workload 		<ul style="list-style-type: none"> • Application Form • Interview • References • Assessment Centre
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