

Meeting of:	<b>Senior Management Appointment Committee</b>
Date of Meeting:	<b>Tuesday, 06 December 2022</b>
Relevant Scrutiny Committee:	No Relevant Scrutiny Committee
Report Title:	Recruitment and Selection Arrangements for the Head of Adult Services and Vale Alliance
Purpose of Report:	To ask the Committee to identify and confirm (following interview) a suitable candidate for appointment for the post of Head of Adult Services and Vale Alliance
Report Owner:	L Carver, Director of Social Services
Responsible Officer:	L Carver, Director of Social Services
Elected Member and Officer Consultation:	Cabinet Member, Social Care & Health. M James - Lifecycle Manager
Policy Framework:	The final decision of the Senior Management Appointments Committee will be referred for information to Council.
<p>Executive Summary:</p> <ul style="list-style-type: none"> <li>• This report sets out the final interview schedule for the above position.</li> <li>• Members are asked to identify and confirm (following interview) a suitable candidate for appointment.</li> <li>• A separate Part II report has been provided containing details of the shortlisted applicants at the Final Interview Stage including Application forms.</li> </ul>	

## **Recommendations**

1. To conduct interviews on Tuesday 6th December 2022 in relation to the post of Head of Adult Services and Vale Alliance and to make a final determination to appoint a suitable candidate.
2. To delegate residual appointment details, as appropriate, to the Director of Social Services, if a suitable applicant is confirmed by members.

## **Reasons for Recommendations**

1. To ensure an appointment to the post is conducted in accordance with the Council's constitution.
2. To ensure that all Council functions are met within this area.

## **1. Background**

- 1.1 The Senior Management Appointment Committee met on 13th October 2022 and approved the arrangements to fill the position of Head of Adult Services and Vale Alliance.
- 1.2 Members will recall that 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.
- 1.3 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.
- 1.4 The role was renamed in 2022 to reflect the developing integrated arrangements which are being realised through the Vale Alliance.
- 1.5 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.
- 1.6 The Job Description and Person Specification can be seen in Appendix A.

## **2. Key Issues for Consideration**

- 2.1 In accordance with the prior approval of the Committee the post was advertised externally from 18th October 2022 to 8th November 2022.
- 2.2 Following an assessment process which included psychometric testing, an in-tray exercise and technical interview, the Director of Social Services, in consultation with colleagues also involved in that assessment, has identified candidate (s) that

- will be invited to the final interview stage with members. The details of those candidates are included in Part II of this report along with the application forms.
- 2.3** At the final interview stage, it is suggested that Members of this Committee interview the short listed applicant (s) and that Members then determine if any candidate is suitable for appointment to the post.
  - 2.4** A list of the suggested questions and presentation topic will be circulated for consideration and determination by Members.
  - 2.5** Interviews will be conducted under "Part II" provisions of Access to Information legislation.
  - 2.6** Assessment forms will be provided at the Final Interview for Members to complete as part of the assessment.
  - 2.7** Members are asked to delegate residual appointment details, as appropriate, to the Director of Social Services if a suitable applicant is confirmed by members.

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

- 3.1** This recruitment and selection exercise will be for a permanent appointment.
- 3.2** This post facilitates a number of collaborative and integrated arrangements with statutory and not statutory partners.
- 3.3** The Well-being of Future Generations (Wales) Act will be considered fully during this exercise.

### **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.
- 5.3** Appointment to this position will be on terms and conditions as prescribed by the Joint Negotiating Committee for Chief Officers of Local Authorities and on the current Head of Service salary range of between £75,117 and £83,250 plus an allowance of £10885.

## **Employment**

**5.4** There are no employment issues.

## **Legal (Including Equalities)**

**5.5** This recruitment process is compliant with Local Government, Employment and Equalities legislation.

**5.6** The recruitment process will be managed in accordance with the Council's equality proofed recruitment and selection policy and the provisions of the Local Authorities (Standing Orders) (Wales) Regulations 2014.

## **6. Background Papers**

Appendix A - Head of Adult Services and Vale Alliance JD and PS

## Head of Adult Services & Vale Alliance (Joint Appointment)

### Job Description

<b>Job Title:</b>	Head of Adult Services & Vale Alliance (Joint Appointment)
<b>Post Reference:</b>	V/CS/AA001
<b>Grade:</b>	Chief Officer (Local Authority)
<b>Salary:</b>	£73,192 - £81,325 plus a supplement of £10,692.96 (Terms and conditions of service will depend upon NHS or Local Authority employer)
<b>Hours:</b>	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.
<b>Department:</b>	The Vale of Glamorgan Council and Cardiff and Vale University Health Board (UHB)
<b>Function:</b>	Delivering integrated health and social care services in the Vale of Glamorgan Council
<b>Base:</b>	Barry Dock Office/ Hybrid

#### A Organisational Arrangements

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

#### B 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 Well-being 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.





## Head of Adult Services & Vale Alliance (Joint Appointment)

### Job Description (continued)

- 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).

#### C 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.





## Head of Adult Services & Vale Alliance (Joint Appointment)

### Job Description (continued)

- 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.





## Head of Adult Services & Vale Alliance (Joint Appointment)

### Job Description (continued)

- 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.

#### **D 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.

#### **E 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.

#### **F 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.

#### **G Health & 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.

#### **H 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.

#### **I 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.

#### **J 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.



# Head of Adult Services & Vale Alliance (Joint Appointment)

## Person Specification

1. Qualifications	<b>ESSENTIAL</b> <ul style="list-style-type: none"> <li>• Qualification to Masters degree level (or equivalent professional experience)</li> <li>• Evidence of management development through continuous professional development and/or formal management courses</li> </ul>	<b>DESIRABLE</b> <ul style="list-style-type: none"> <li>• Recognised management qualification</li> <li>• Relevant professional qualification</li> <li>• Recognised Project Management qualification</li> </ul>	<b>ASSESSMENT METHOD</b> <ul style="list-style-type: none"> <li>• Certificates</li> </ul>
2. Experience	<b>ESSENTIAL</b> <ul style="list-style-type: none"> <li>• Significant experience of successfully managing health and/or social care services at a senior management level</li> <li>• Experience of leading partnership working across a range of agencies and professional boundaries (and in a political context)</li> <li>• Experience of managing and leading change at a strategic and operational level</li> <li>• Experience in the successful use of performance management</li> <li>• Extensive financial and resource management experience</li> <li>• Proven track record in the development and improvement of services</li> <li>• Experience of effective stakeholder management and of working positively with users and carers</li> </ul>	<b>DESIRABLE</b> <ul style="list-style-type: none"> <li>• Commissioning services and or negotiation of contracts</li> </ul>	<b>ASSESSMENT METHOD</b> <ul style="list-style-type: none"> <li>• Application Form</li> <li>• Interview</li> <li>• References</li> </ul>
3. Knowledge & Skills	<b>ESSENTIAL</b> <ul style="list-style-type: none"> <li>• Extensive knowledge of the key strategic issues, initiatives and partnership frameworks within health and social care</li> <li>• Effective leadership, organisational and people management skills</li> <li>• Ability to negotiate and influence outcomes and decision making processes consistent with the needs of the service</li> <li>• Effective skills in managing change and performance management</li> <li>• Proven ability to implement performance and quality management frameworks</li> </ul>	<b>DESIRABLE</b> <ul style="list-style-type: none"> <li>• Knowledge of Research methodologies and application</li> <li>• Spoken or written Welsh Language</li> </ul>	<b>ASSESSMENT METHOD</b> <ul style="list-style-type: none"> <li>• Application Form</li> <li>• Interview</li> <li>• References</li> <li>• Assessment Centre</li> </ul>



# Head of Adult Services & Vale Alliance (Joint Appointment)

## Person Specification (continued)

	<ul style="list-style-type: none"> <li>● Capacity to think and act strategically positively whilst maintaining and improving a busy operational service.</li> <li>● Competent in the use of Information, IT and project management tools and techniques</li> <li>● Competent and skilled in demand management and capacity planning</li> <li>● Ability to develop and maintain effective multi-disciplinary working relationships particularly during change</li> <li>● Clear understanding and proven ability to manage all aspects of risk</li> </ul>		
4. Personal Attributes	<b>ESSENTIAL</b> <ul style="list-style-type: none"> <li>● Excellent interpersonal and influencing skills together with the ability to communicate complex, sensitive and complex information and manage diplomatically</li> <li>● Numerical, literacy and problem solving skills.</li> <li>● The ability to audit and analyse complex information to identify options and solutions.</li> <li>● Managing conflict within service priorities and staff</li> <li>● Evidence of continuous professional development and the acquisition of new skills/knowledge in the past five years.</li> <li>● Ability to work flexibly and cope with a large and unpredictable workload</li> </ul>	<b>DESIRABLE</b>	<b>ASCERTAINED BY</b> <ul style="list-style-type: none"> <li>● Application Form</li> <li>● Interview</li> <li>● References</li> <li>● Assessment Centre</li> </ul>



# The Vale of Glamorgan Council

## About us



In 2021 we published our Culture Book. This book was designed as an alternative to an employee handbook, as a guide to 'how we do things around here' with a focus on the ethos of the organisation - our vision and values.

It reminds us, and tells future employees, who we are, what we do, how we do it and why we do it. Our culture is defined through the contribution of every single one of us. It illustrates what it means to be an employee of the Council through shared values, beliefs, and behaviours. Sharing our stories in this book brings these things to life and gives us the opportunity to reflect on the way in which we are influenced by our four organisational values: Ambitious, Proud, Open, Together.

### About our vision

Councils play a pivotal role in ensuring essential services reach every member of our society and our Corporate Plan sets out an ambitious agenda for the Vale of Glamorgan Council for until 2025.

Our plan places great emphasis on collaboration and working in partnership. It is only by working together, listening and respecting each other that we can successfully meet the many challenges facing our communities and public services today. Our commitment to partnership working is wide ranging, including working with families, children and young people, our partners in health, the police and the fire service as well as other public sector bodies, the third sector, town and community councils and our communities.

In delivering our plan and building on what we have already achieved we are confident we can successfully deliver the Council's vision of - 'Strong Communities with a Bright Future'.

### About the Vale

The Vale of Glamorgan is home to the most southerly point in Wales. It includes vibrant towns, rural villages, and is fringed by the spectacular Heritage Coast.

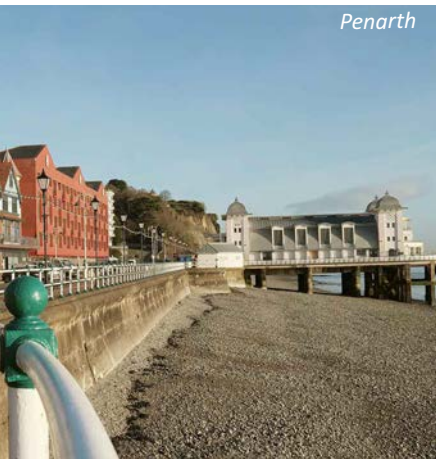
Barry is a vibrant coastal town with a bustling High Street and the Goodsheds and Innovation Quarter - a shopping, eating and relaxing destination. Barry Island is famous for golden beaches, family amusements, and its colourful beach huts.

Penarth sits opposite Cardiff Bay and is an elegant seaside town with a Victorian pier, Art Deco Pavilion, and modern Marina. Splendid parks link the coast to the traditional town centre with its independent shops and arcade.

Cowbridge is considered one of Wales' most fashionable places and features independent shops and cafés, historic buildings and a Physic Garden. Nearby are historic castles and the beautiful countryside beyond is home to award-winning food and drink producers.

The historic market town of Llantwit Major is packed with interesting buildings and a fine collection of Celtic carved stones at St. Illtud's Church. Nearby, 14 miles of unspoilt Glamorgan Heritage coastline offer cliff-top walks and beaches fit for rockpooling, surfing and sandcastles.

Penarth



Cowbridge



Llantwit Major



The Heritage Coast

