

Notice of a public meeting of

Staffing Matters & Urgency Committee

- To:** Councillors Carr (Chair), Aspden (Vice-Chair) and Looker
- Date:** Monday, 5 February 2018
- Time:** 5.30 pm
- Venue:** The Snow Room - Ground Floor, West Offices (G035)

AGENDA

1. Declarations of Interest

At this point in the meeting, Members are asked to declare:

- any personal interests not included on the Register of Interests
- any prejudicial interests or
- any disclosable pecuniary interests

which they may have in respect of business on this agenda.

2. Minutes (Pages 1 - 6)

To approve and sign the minutes of the meeting of the Staffing Matters & Urgency Committee held on Monday 8 January 2018.

3. Public Participation

At this point in the meeting members of the public who have registered to speak can do so. The deadline for registering is on **Friday 2 February 2018 at 5.00pm**. Members of the public can speak on agenda items or matters within the remit of the committee.

To register to speak please contact the Democracy Officers for the meeting, on the details at the foot of the agenda.

Filming, Recording or Webcasting Meetings

Please note that, subject to available resources, this meeting will be filmed and webcast, or recorded, including any registered public speakers who have given their permission. This broadcast can be viewed at <http://www.york.gov.uk/webcasts>. or, if recorded, this will be uploaded onto the Council website following the meeting.

Residents are welcome to photograph, film or record Councillors and Officers at all meetings open to the press and public. This includes the use of social media reporting, i.e. tweeting. Anyone wishing to film, record or take photos at any public meeting should contact the Democracy Officers (whose contact details are at the foot of this agenda) in advance of the meeting.

The Council's protocol on Webcasting, Filming & Recording of Meetings ensures that these practices are carried out in a manner both respectful to the conduct of the meeting and all those present. It can be viewed at http://www.york.gov.uk/download/downloads/id/11406/protocol_f_or_webcasting_filming_and_recording_of_council_meetings_20160809.pdf

4. Appointment of Assistant Director - Joint Commissioning (Pages 7 - 34)

This report makes proposals to permanently recruit to the Assistant Director post in Health Housing and Adult Social Care responsible for commissioning across health and adult social care. This report seeks formal approval to establish an Appointments Sub-Committee for Chief Officer Appointments and to delegate sufficient powers to that Sub-Committee to enable them to conduct the recruitment process, select and appoint a candidate, subject to the requirements of the standing orders on appointment.

5. Urgent Business

Any other business which the Chair considers urgent under the Local Government Act 1972.

Democracy Officers

Catherine Clarke and Louise Cook (job share)

Contact details:

- Telephone – (01904) 551031
- Email catherine.clarke@york.gov.uk and louise.cook@york.gov.uk

(If contacting by email, please send to both Democracy Officers named above).

For more information about any of the following please contact the Democratic Services Officers responsible for servicing this meeting:

- Registering to speak
- Business of the meeting
- Any special arrangements
- Copies of reports and
- For receiving reports in other formats

Contact details are set out above.

This information can be provided in your own language.

我們也用您們的語言提供這個信息 (Cantonese)

এই তথ্য আপনার নিজের ভাষায় দেয়া যেতে পারে। (Bengali)

Ta informacja może być dostarczona w twoim własnym języku. (Polish)

Bu bilgiyi kendi dilinizde almanız mümkündür. (Turkish)

یہ معلومات آپ کی اپنی زبان (بولی) میں بھی مہیا کی جاسکتی ہیں۔ (Urdu)

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City of York Council

Committee Minutes

Meeting	Staffing Matters & Urgency Committee
Date	8 January 2018
Present	Councillors Carr (Chair), Aspden (Vice-Chair) and Looker

49. Declarations of Interest

At this point in the meeting, Members were asked to declare if they had any personal interests not included on the Register of Interests or any prejudicial or disclosable pecuniary interests that they might have had in the business on the agenda.

No Member present had any interests to declare.

50. Exclusion of Press and Public

Resolved: That the press and public be excluded from the meeting during the consideration of annexes to Agenda Items 5 (Redundancy) and 6 (Pension or Exit Discretion) on the grounds that they contained information relating to individuals and the financial affairs of particular persons. This information is classed as exempt under Paragraphs 1, 2 and 3 of Schedule 12A to Section 100A of the Local Government Act 1972 (as revised by the Local Government (Access to Information) (Variation) Order 2006).

51. Minutes

Resolved: That the minutes of the Staffing Matters and Urgency Committee held on 11 December 2017 be approved and then signed by the Chair as a correct record.

52. Public Participation

It was reported that there had been 3 registrations to speak at the meeting under the Council's Public Participation Scheme.

Cllr Mark Warters spoke further to Minute 48 of the last meeting, drawing out issues relating to governance and transparency and specifically referring to the resolution regarding 'an appropriate report' for Audit & Governance Committee. He queried what that would mean in practice.

He then referred to impending legal action regarding matters arising at and relating to a meeting of Audit & Governance Committee in February 2017 and to what were, in his opinion, deficiencies in transparency and process since then. Finally, he queried why the two councillors who had been removed from the Executive had not yet been reinstated and requested the Chair to consider reviewing the situation at the next meeting of this Committee, together with the consequential changes made to Planning and other Committees.

Gwen Swinburn, a local resident, also spoke further to Minute 48 of the last meeting, highlighting issues around transparency and governance about which she was concerned, including the publication of agendas (and specifically that of the December meeting of this Committee, which, in her opinion, was inadequately published), and minutes for meetings. She raised concerns about the way in which democracy was managed in York and the way in which complaints against senior officers had been administered. Finally, she called for, a complete review of the constitution with the creation of a Standing Investigations and Chief Officer Disciplinary Committee.

Tony Fisher, a local resident, spoke further to resolutions (ii) and (iii) of Minute 48 of the last meeting, commenting that the organisational culture did need improving and should be considered by all Members at a full Council meeting and adding that some officers and Members did not appear to understand their respective roles, nor demonstrate the appropriate respect.

He queried why the full original Local Government Association report referred to at resolution (iii) could not be released, questioning the transparency and openness of the Council, Members constitutional rights and the current Executive system depriving a number of councillors the opportunity to be involved in decision making. Stating that, in his opinion, reintroducing a committee system would ensure every political party had an influence on the decisions made.

53. Redundancy

Members considered a report which detailed expenditure associated with the proposed dismissal of an employee on the grounds of redundancy.

The background and detailed case surrounding the proposal was contained in the individual business case attached as a confidential annex to the report.

Resolved: That the expenditure associated with the proposed dismissal of an employee on the grounds of redundancy, as detailed in Annex A of the report, be noted.

Reason: In order to provide an overview of the expenditure.

54. Pension or Exit Discretion

Members considered a report which detailed expenditure associated with pension or exit discretions in accordance with Council policy.

Members considered the background and detail surrounding each proposal, which were contained in the business cases attached as confidential annexes to the report and following a discussion around Annex B, it was agreed:

Resolved:

- (i) That the expenditure associated with the proposed pension or exit discretion, as detailed in Annex A, Annex B, Annex C and Annex D of the report, be approved.
- (ii) That the Executive Member for Environment and the Interim Executive Member for Culture, Leisure and Tourism be informed of the concerns raised by the Committee to the proposed exit discretion detailed in Annex B.

Reason: In order to provide an overview of expenditure and to consider whether the Council should exercise its discretionary powers to make enhancements.

55. Appointment of Interim Assistant Director, Children's Specialist Services

Members considered a report that sought formal approval to establish an Appointments Committee and to delegate sufficient powers to that Committee to enable them to conduct the recruitment process, select and appoint an interim Assistant Director of Children's Specialist Services.

The Corporate Director of Children, Education & Communities was in attendance to present the report and he informed Members that there was a vital need to recruit on an interim basis as the current Assistant Director of Children's Specialist Services would resign from his post late January.

Members noted that this would ensure that Children's Social Care would continue to have sufficient leadership capacity in the interim period and it would also enable a continued focus on the Councils statutory responsibilities.

Members were informed that a permanent appointment would follow a review of the post and the departmental management arrangements.

In answer to Members questions it was noted that the Interim Deputy Leader had not been consulted on the proposals and the Corporate Director of Children, Education and Communities agreed to inform him.

Resolved:

- (i) That the recruitment in an interim capacity to the role of Assistant Director Children's Specialist Services Chief Officer grade 10 £68,744.00 to £76,374.00 be approved.
- (ii) That the advertising of this opportunity be approved as internally only.
- (iii) That the establishment of the Appointments Committee and the committee be authorised to conduct the interview, and select a successful candidate and make an offer of interim employment subject to the necessary employment procedures and standing orders, be approved.

- (iv) That Cllr Rawlings and Cllr Runciman be members of the Appointments Committee and that a Labour Member be nominated.
- (v) That the Interim Deputy Leader be consulted on the proposals.

Reason: To progress the appointment and reduce risks highlighted in the report in relation to this critical role required to deliver the Council's statutory responsibilities.

Cllr Carr, Chair

[The meeting started at 3.33 pm and finished at 4.00 pm].

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Staffing Matters & Urgency Committee**5 February 2018**

Report of the Corporate Director of Health Housing and Adult Social Care

Appointment of Assistant Director – Joint Commissioning**Summary**

1. This report makes proposals to permanently recruit to the Assistant Director post in Health Housing and Adult Social Care responsible for Commissioning across health and adult social care.
2. This report seeks formal approval to establish an Appointments Sub-Committee for Chief Officer Appointments and to delegate sufficient powers to that Sub-Committee to enable them to conduct the recruitment process, select and appoint a candidate, subject to the requirements of the standing orders on appointment.

Background

3. The review of the senior management structure (as approved by the Executive on 30th June 2016) retained the establishment of 12 Assistant Director posts, to enable the council to meet its future challenges.
4. The post of Assistant Director for Adults Commissioning was filled on a temporary basis as approved by SMU (9th November 2015) to ensure senior capacity ; enable the development of the in-house commissioning approach; and to respond to the changing local and national policy in adult social care and the wider well being agenda.
5. The temporary appointment had particular focus on:
 - Developing a joint strategy for commissioning agreed by the health and Wellbeing Board, and lead on the development of the Better Care Fund, BCF in Adult Social Care;
 - Supporting the development of the future operating model of Adult Social Care and the broader Council; and to

- Develop options for the proposed integration of the commissioning structure in Health and Adult Social Care

6. This post is currently vacant (the temporary post holder having left the authority in October 17), and permission is now sought to appoint permanently.

This role is key to ensure the council:

- continue to strengthen its relationships with the Vale of York Clinical Commissioning Group (VoY CCG) and to further develop integration of health and adult care services, a requirement of the Care Act 2014, achieving better health and wellbeing outcomes for the residents of York
 - looks to provide opportunities to make better use of commissioning resources across stakeholders and partners through greater alignment of joint commissioning strategies with a view to developing joint commissioning provision at a time of increased financial pressures across the sector; and
 - support implementation of the areas of improvement noted in the recent Care Quality Commission Local System Review in relation to having a place based approach to the health and social care system with a need to move towards joint commissioning.
7. Attached at Annex 2 is a copy of the role profile, based on the current job description but amended to reflect the councils place based approach for greater integration between Health and Social Care.

Remuneration Package

8. Attached at Annex 3 are details of the pay package and Conditions of Service for the post of Assistant Director. The Committee is asked to confirm the pay package for this post which will be offered as part of the recruitment process which is set at a job evaluated grade for Assistant Director with a salary of £68,744 to £76,374 with access to the standard set of Chief Officer Terms and Conditions. There are no other enhancements recommended for this role.

Appointments Sub-Committee

9. The Council's Constitutions allows for an Appointments Sub-Committee, including at least one member of the Executive, to interview applicants for a post and to determine who should be offered the vacant post.
10. It is requested that the Appointments Committee shall be made up of one member from each of the main parties.

Consultation

11. Consultation has taken place with the Corporate Management Team as to the need for this appointment. It is requested the three largest political groups now nominate members to participate in the Appointments Sub-Committee.

Options/Analysis

12. There are no alternative options for Members on the recruitment process to consider, other than simply not proceeding with the recruitment to the post. The failure to create Appointment Sub-Committees at this stage would delay any subsequent appointment to the post.

Council Plan

13. Making an appointment to this post will contribute to delivering the Council Plan and its priorities. It will also enable the organisation to meet its responsibilities in terms of commissioning as set out in the Care Act 2014 to achieve further integration between health and social care services by 2020, enable greater alignment of commission strategies across the VoY CCG and CYC and will support a place based approach across the whole health and care system.

Implications

14. The following implications have been considered:
 - **Financial** – The Assistant Director post is within the pay range £68.7K to £76.4K. Including on costs this totals £92 -£102K for a full year per post. The cost of the post and associated recruitment costs will be managed within existing departmental budgets.
 - **Human Resources (HR)** – The job profile is based on the current Job Description for the Assistant Director role and is subject to the Council's established job evaluation mechanism with a grade established for the post. The Appointments Committee is in line with the constitutional requirements for the recruitment and appointment of Chief Officers. The appointment will be carried out in accordance with the Chief Officer recruitment protocol attached (Annex 1).
 - **Equalities** - There are no equalities implications.
 - **Legal** – The Appointments Committee is created pursuant to S.102 (1)(c) of the local Government Act 1972 and its terms of reference are to exercise the functions of the Council in relation to the selection and appointment of the successful applicant in respect of the Assistant

Director posts. The proceedings of the Appointments Committee are likely to be held mainly in exempt session due to the nature of the information that it will be considering.

The proposed distribution of seats meets the political balance requirements contained in the Local Government and Housing Act 1989.

The process of appointing officers of this level is regulated by the Local Authority (Standing Orders) (England) Regulations 2001. Amongst other things, these regulations require that an appointment committee must include at least one member of the Executive and further, that no formal offer of appointment may be made until all members of the Executive have been informed of the details of the intended appointee, and have raised no objection within the specified period, (usually 5 clear days).

- **Crime and Disorder** – There are not crime and disorder implications.
- **Information Technology (IT)** – There are no IT implications.
- **Property** – There are no property implications.
- **Other** – There are no other implications.

Risk Management

15. The risk of no or delayed appointment could risk delivery against the Council Plan and its priorities.

Recommendations

16. It is recommended that the Staffing Matters and Urgency Committee
 - (i) Approve the filling of this post and remuneration package for the Assistant Director post at a job evaluated salary of £68,744 to £76,374.
 - (ii) Establish an Appointments Sub-Committee consisting of three members, one from each main party (1 Conservative, 1 Liberal Democrat and 1 Labour) to include a member of the Executive.

Reason: To progress the appointment in relation to this critical role required to deliver the Council's responsibilities.

Contact Details

Author:

Martin Farran
Corporate Director of
Health Housing and Adult
Social Care

Chief Officer Responsible for the report:

Martin Farran
Corporate Director of Health Housing and
Adult Social Care

Report
Approved



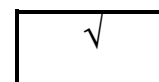
Date 25/1/18

Specialist Implications Officer(s)

Human Resources: Kay Crabtree, HR Manager
Finance: Richard Hartle, Finance Manager

Wards Affected:

All



For further information please contact the author of the report

Background Papers:

None

Annexes:

1. Chief Officer Recruitment Protocol
2. Job Profile
3. Conditions of Service for Assistant Director
4. Structure Chart

Abbreviations used in report:

BCF	Better Care Fund
CYC	City of York Council
SMU	Staffing Matters and Urgency Committee
VoY CCG	Vale of York Clinical Commissioning Group

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Chief Officer* Recruitment Process - Officer / Members decisions

* A Chief Officer is defined as an officer who is employed under the Joint Negotiating Committee for Chief Officers of Local Authorities Terms & Conditions.

Key Recruitment & Selection decision stages	Officer Decision / Member Decision
1. Develop proposal to create a new or amend an existing Chief Officer post	Officer decision: Chief Executive or Director
2. Establish a new temporary or permanent Chief Officer post	Member decision
3. Develop and agree Job description & Person Specification	Officer decision
4. Confirm the grade of the post	Officers to implement job evaluation outcomes within Chief Officer pay structure
5. Agree recruitment budget	Officers decision subject to budgetary provision
6. Commence recruitment activity	Officer proposal subject to Member decision
7. Establish Appointments Committee	Officer proposal subject to Member decision
8. Confirm method to source applicants i.e. advert, use of search / consultancy services	Appointments Committee subject to proposal from Officers (Chief Executive or Director and Head of Human Resources or nominated substitute). Proposal to include recommendation on advertising media and a recommendation to use external recruitment consultants or run in-house and if so, what services to use. Options include search, response handling, technical assessment, long-listing, shortlisting, support at final stage or a combination therein. Criteria to be considered are: <ul style="list-style-type: none"> i. Grade and salary in relation to the market; ii. Current employment market situation; iii. Design of post and likelihood of direct skills match; iv. Technical expertise being sought; v. Ability to conduct technical assessment in-house; vi. CYC capacity to handle in-house.
9. Long-list applicants	Officer decision in accordance with job description and person specification
10. Interview long listed applicants / conduct selection tests / assessment centre	Officer panel or recruitment consultant
11. Short list applicants	Officer decision in accordance with job description and person specification
12. Informal reception event(s) for short listed candidates (not part of the recruitment process)	Officer decision in consultation with Appointments Committee to determine invitees
13. Final selection process	Appointments Committee, advised by Officers

	(Chief Executive or relevant Director and Head of Human Resources, or nominated substitute) and recruitment consultants (if appropriate)
14. Determine salary of role to be offered	Appointments Committee, subject to Council pay policy and within job evaluated range for post
15. Agree appointment	Appointments Committee subject to Standing Orders (objections from the Executive)



Your Authority: City of York Council

Your Job Title: Assistant Director, Joint Commissioning

Your Name:

Your Line Manager: Martin Farran

Date: 23/10/17

1: Purpose of job:

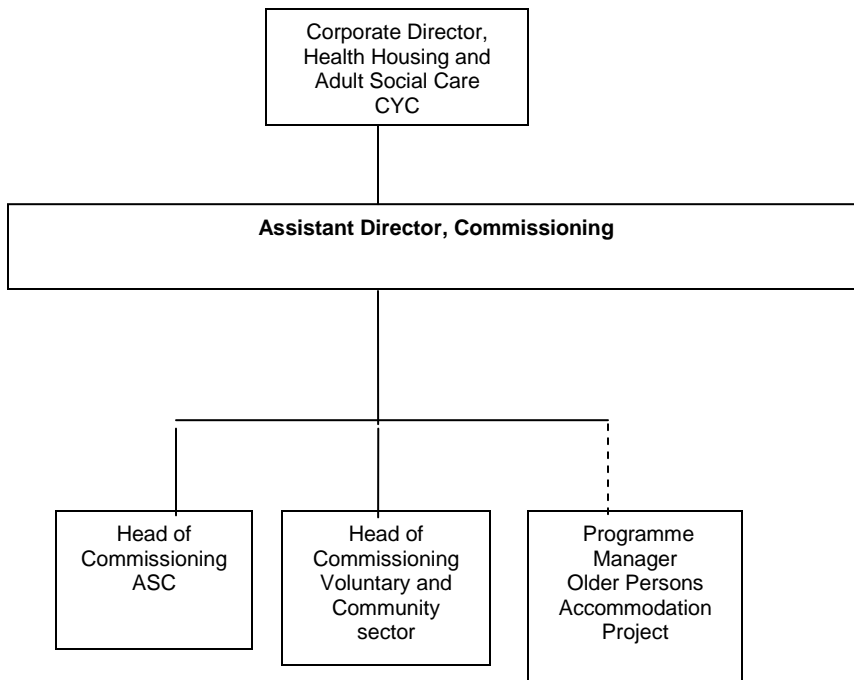
As a member of the Council's Corporate Leadership Group (CLG) actively contribute to the strategic management to ensure achievement of the Council's aims and objectives. Working with partners, and supporting York's Place Based Board, align and develop integrated commissioning strategies that support a one plan, whole system approach to , improve the health and wellbeing outcomes for the population of York through the use of community assets, local skills and knowledge.

Implement commissioning strategies and operational responses that meet a place based approach to commissioning, strengthening relationships between both City of York Council (CYC) and the Vale of York Clinical Commissioning Group (VoY CCG) and other key stakeholders, maximising the benefits of integration.

As a member of the Directorate Management Team for Health, Housing and Adult Social Care (HHASC) provide leadership, support and direction to the workforce to transform services, manage cultural and structural change.

Direct the work of the commissioning in HHASC with a view to creating a single commissioning unit.

2: Organisation chart:



3: Key responsibilities:

Leadership

- As a member of the Corporate Leadership Group (CYC), provide visible leadership, model the values and behaviours of the organisations and help manage cultural and structural change.
- As a member of the Directorate Management Team for Health, Housing and Adult Social Care provide leadership, support and direction to the workforce to help develop a new relationship with citizens and promote high levels of satisfaction with council services.
- Work with Senior leadership teams across both City of York Council (CYC) and the VoY CCG to build and strengthen relationships, develop and share good practice and align commissioning activities in a place based way, to improve outcomes for the population of York supporting a sustainable health and social care (well being) system.



Transformation

- Align, identify and look to develop joint commissioning strategies and responses working with VoY CCG, key stakeholders and partners to deliver an integrated approach to health and social care commissioning;
- Ensure that commissioning decisions improve the health and wellbeing of the population of York, through use of community assets, local skills and knowledge in line with the ethos of prevent, reduce, and delay.

Strategic Management

- Ensure that strategy, policy and practice relating to commissioning and procurement are consistent, coherent and focused on citizen outcomes.
- Work across the health and social care system ensuring the commissioning activities are evidence based, draw on hard and soft shared intelligence, use and inform Joint Strategic Needs assessment to produce better outcomes and value for money;
- Develop service specific commissioning strategies such as mental health and disabilities , Children's commissioning to include transitions, personalised health budgets
- Annually review health and social care commissioning strategies and market position statements to reflect operational experience and keep pace with external changes in market conditions
- Annually develop short, medium and long term commissioning plans for the delivery of a wide range of joint and organisational specific commissioned activities which supports service and budget plans.

Citizens and Stakeholder Engagement

- Engage with citizens and other stakeholders within the health and social care system, so that all activity is underpinned by the principles of Co-Production.
- To develop asset based community development activities which enable the council to explore new options and develop innovative ways of meeting aspirations and needs

Partnership working



- To strengthen relationships with key players in health and social care system, so that there is a common understanding of the challenges and opportunities facing the system and that collaborative problem solving approaches are adopted.
- Meet with regulators, national and regional bodies to exchange information and intelligence, which will help maintain, improve and enforce standards.
- Work with strategic partner organisations so that place based commissioning decisions are made jointly with other commissioners and that good practice and learning is used to review provision and appraise options.
- Develop and maintain a system of ongoing engagement with other stakeholders, internally and externally, including community and voluntary sector, independent, and private sector providers.

Financial and Resource Management

- Through the leadership of the commissioning team within CYC (HHASC) and working with VoY CCG, identify opportunities to improve outcomes and achieve financial efficiencies for health and social care.
- Look for opportunities to make better use of commissioning resources available within CYC , VOY CCG, plus partner organisations in a place based way.;
- Develop the most effective working processes and structure to create one integrated commissioning approach and foster and build a cohesive one team culture
- Lead and manage ongoing programme management functions relating to the Better Care Fund and associated programmes of work taking a multi agency approach to support system development.
- Ensure that operational controls on activity, expenditure and income are robust and that these are fully understood by commissioning teams, staff, VoY CCG and other partners other council officers and members. .
- Ensure that commissioning decisions inform and are conducted in accordance with both organisations financial regulations and standing orders and that rigorous programme and project management arrangements are in place and that an annual risk management review is carried out.
- Implement robust and effective quality assurance and contract management arrangements to maintain standards and safeguard people.



- Promote diversity and equality in the market for care and support of local people and enable people to choose from a wide range of high quality services that meet their needs.
- Ensure that all processes and decisions for commissioning activities comply with legislation and competition requirements that apply to NHS and local Government.

Workforce Development

- Work with partners to understand the local labour market and agree a workforce development strategy that recognises medium term pressures and develops interventions designed to improve capacity.
- Understand the organisational development needs of the directorate so the council can build a workforce fit for the future and capable of delivering its long term vision.

Political Interface

- This is a politically restricted post, which requires the post holder to develop and maintain positive and effective working relationships with elected members and the leadership of the council.
- Advice on professional and service issues will be provided directly to the Executives, as well as Corporate Management Teams.
- The financial context of the health and social care system means that options will need to be presented for decision requiring objective and politically sensitive advice to elected members.

4: Work example:

The Better Care Fund is a national programme designed to speed up the integration of health and social care by requiring local authorities and NHS organisations to pool funding and identify new and innovative ways of meeting needs. The programme is not supported by any new funding - instead the council and the Vale of York Clinical Commissioning Group are expected to examine their pre-existing programmes and look to find ways of re-commissioning services to meet national and local targets. A programme was successfully negotiated for 2017/18 requiring difficult negotiations involving the Chief Executives of the council, the Accountable Officer from CCG and national organisations, such as NHS England and Department of Health.



By having a joint post, and aligning commissioning strategies across health and adult social care, the development of a Joint Commissioning Plan will support the delivery of better outcomes across health and social care. Such a joint plan is seen as a fundamental building block to enable integration of health and social care activities, achieve improved effectiveness and make better use of the collective resources of a financially challenged health and social care system. This required reaching agreement with all partners who are represented on a local Place Based Improvement Board and the local, statutory Health and Well Being Board. Discussions will take place individually and collectively with Chief Executives and Directors of partner organisations on an individual and collective basis. Ultimately, the outcome of this piece of work will result in the joint commissioning of hundreds of millions of pounds of activity over the next 5 years.

During the last twelve months a wide range of transformation projects have been planned, commissioned and implemented which have made significant progress in transforming the quality of care and support services in York. This includes the delivery of new Supported Housing Schemes, the Transforming Care Programme, Community Wellbeing Service, New Advocacy Service, Carers Services, a new model for the delivery of Direct Payments and a three year agreement with independent providers on the Actual Cost of Care

5: Knowledge and experience:

Knowledge

- A thorough knowledge and understanding of the workings of local government and / or NHS.
- A degree level qualification and/or professional managerial qualification;
- Understanding of organisation structure, operations, decision making channels, planning processes and systems and the ability to identify opportunities for improvement

Skills

- Ability to successfully develop and deliver strategies to meet objectives across two independent organisations, which are both complex and multi-functional organisations;
- Ability to manage large and complex budgets with an emphasis on value for money and efficiencies



- Highly effective leadership and motivational skills and behaviours that develop and inspire others, promote high standards and collaborative working amongst internal and external stakeholders;
- Outstanding interpersonal, negotiating and commissioning skills;
- Excellent verbal and written communication skills that are persuasive, informative and effectively engage the interests of a wide range of audiences;
- IT skills and the ability to fully exploit access to modern Information technology;
- Highly developed skills in numeracy and budget management; corporate and service planning skills that ensure effective resource management, service delivery, best value and continuous improvement;
- High quality analytical and problem solving skills.
- Ability to keep equality of opportunity and diversity at the heart of all strategic management and operational activity
- Ability to advise, influence, persuade, command confidence and act assertively in a political environment with all key partners, internal and external

Experience

- A successful track record of achievement in a senior management role
- Substantial record of achievement in successfully managing change and large-scale projects;
- Significant experience of successfully motivating, managing, persuading and leading staff;
- Wide experience of successful inter-agency working and demonstrable success in developing effective collaborative working with a range of stakeholders to achieve objectives;
- Experience of significantly improving service delivery;
- Evidence of decision making based on sound risk management principles and contingency planning, which comply with the Council and VoY CCG Procedures and processes
- Experience of managing performance within a complex environment where there is constant challenge and change



- Experience of negotiating significant contracts, commissioning services and monitoring provision

6: Impact:

a) On the wider community and/or external organisations

The postholder is responsible for developing a range of short, medium and long term strategies to deliver improvements in health and well being of local people and the commissioning and letting of contracts for a wide range of services.

Examples include Mental Health Pathways, Accommodation and Support, Older Persons Accommodation Strategy, Family Community Well Being Service, Contracts for Blind, Partially Sighted and Sensory services, Adult Community Transport, Advocacy Services, etc

These strategies will influence decision making by:

- the CCG executive team and governing body and
- the council's corporate management team and the councils political executive

and will impact upon resource allocation across the city. Commissioning decisions will impact upon virtually every geographic and interest community across the city.

Major decisions will have a significant effect upon how human and other resources are organised and whether services are provided directly by the council, indirectly through external bodies or some other form of partnership vehicle.

The postholder will be directly responsible for developing and presenting proposals relating to the provision of adult social care and health services, but will also contribute and influence strategies relation to housing, children's services, leisure, economic regeneration and the use and quality of public spaces.

The postholder will represent the Corporate Director on a number of internal groups such as Capital Asset Board, Vulnerable Persons Strategy Group, Joint Strategic Needs Assessment Steering Group, etc,

b) On your own organisation



The postholder is a member of the councils Corporate Leadership Group and a member of the Directorate Management Team and will act as principal policy advisor on certain issues.

The work of the post holder will need to be aligned with other medium and long term strategies of the council and CCG, crossing all service and organisational boundaries but will also need to contribute towards the national target for integration by 2020, plus the city's ambitions to achieve its vision for 2030.

The post holder is responsible for developing and assisting in the development of strategies that have a significant impact upon the health and well being of the wider population. .

It is a key leadership role that involves regular contact with external bodies on a local, regional and national basis and the postholder is expected to be an ambassador of the council as well as an advocate for the needs of the local population.

7: Key contacts and job context:

Contacts and relationships

- The post holder will have regular contact with: the Chief Executive, Directors and other senior managers and leaders within the council and CCG to develop medium and long-term strategies to improve outcomes for the population of York and support a sustainable health and social care system.
- The postholder will need to work particularly closely with operational commissioners based in the Local Authority and the VoY CCG.
- There is a need to draw upon good practice, guidance, intelligence, knowledge and research from a range of national and international sources to meet the social care needs of the adult population of York and contribute towards national strategies and performance targets
- Advice on professional and service issues will be provided directly to political portfolio holders, as part of the Executive, as well as the Corporate Management Team
- Negotiations will be conducted with senior managers from partner organisations, often at a chief executive and director level.



- Interpersonal, networking and influencing skills are important, along with a high degree of emotional intelligence.
- Frequently the post holder will intervene when there is conflict or failure to agree on business-critical issues.
- The post holder will be expected to meet with regulators and civil servants from national government.

Decisions

- The post holder will often be required to represent the Local Authority in strategic and partnership bodies.
- In accordance with the council's scheme of delegation, the post holder will be authorised to agree a single item of expenditure up to £50,000 but will regularly be presenting proposals over £500,000 and £1million to the Corporate Director and Chief Finance officer respectively.
- The post-holder will need to be familiar with both organisation's governance and decision making powers as well as financial regulations and standing orders.
- Options will frequently need to be presented to the Council and VoY CCG Executive because of the impact upon policy and strategy.
- The post holder will be routinely making decisions that have a significant financial or service impact critical to the organisation's success in respect of the wider City of York agenda and the specific portfolio responsibility
- Decisions will need to be appraised for the equality of the outcomes, consistency with the council's vision for York and compliance with legislative requirements
- Familiarity with the sources of professional advice and standards of a range of professional disciplines is required as part of the path to effect option appraisal.
- Complex, multi-faceted impact assessments will need to be made to guide decision making, so that any unintended consequences are avoided.
- The post holder will at times be required to lead on commissioning issues that cross all professional and functional boundaries within the council,

Creativity and Innovation



- This post requires the post holder to use a high degree of creativity and innovation both in thinking and ways of engaging many stakeholders.
- The post-holder will often be engaged in strategic level discussions with partner agencies in situations that are without precedent and able to demonstrate flexibility when co-designing options.
- In health and social care whole system solutions are needed that recognise the complex inter-relationship between actions that impact upon customers of the local authority and patients accessing the NHS.
- The post holder will need navigate governance and decision making structures of a range of public, private and third sector organisations to receive the endorsement to innovate and put in place arrangements bespoke to York.
- The effect of austerity measures and reductions in subsidy for the public sector mean that solutions are increasingly dependent upon securing the support and consent of local communities.
- Processes and business architecture needs to be designed to ensure that they are based on the principles of good governance but sufficiently flexible to be an enabler rather than a barrier to progress.



8: Your managerial responsibilities:

a) Staff (numbers by grade)

	Grade 04		2
CYC	GRADE05	1.18	2
	GRADE06	1.00	1
	GRADE07		12
	GRADE09	3.81	4
	GRADE10		3
	Grade 11		1
	GRADE12	2.00	2
Total			27

b) Budgets (inc contracts):

CYC:

Revenue Budget	£18, 250,000
Capital Budget:	£2, 995,000

c) Assets

(E.g. property, plant): Please indicate nature of the responsibility, e.g maintenance, management.

9: Any other aspect of your job that should be considered?

Work Demands

- This is a high-pressured job requiring the post holder to manage planned programmes of work that will deliver results over several years and respond to the most pressing issues of the day.
- The post holder will meet frequently with senior managers and politicians and will need to be flexible to personally take on unplanned work and reprioritise work.



- Unpredictable, unplanned interventions are frequently required, reflecting the fragile nature of the health and social care system in York.
- The post-holder will need to maintain a strong focus and ensure that others remain focused on the most important priorities.

Physical Demands

- The post holder will need to demonstrate significant resilience and mental strength in performing the requirements of the role in a system that is reaching tipping point.
- Negotiations are often lengthy and protracted and the post holder will need to rely on intuition and patience to secure outcomes through a complex system.

Working Conditions

- The post is essentially office based although regular contact is required with partner organisations .
- Attendance is required at public meetings and outside bodies, locally, regionally and nationally.
- Flexibility is needed in terms of working hours and working patterns to ensure sufficient reach and access to decision makers in other organisations.

Work Context

- The post holder will need to be able to cope with high and changing demands, which will require flexibility in time management and prioritisation.

Signed:

Postholder:

Date:

Line Manager:

Date:

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Conditions of Service

Assistant Director – Joint Commissioning (HHASC)

The post you are interested in is subject to the Schemes and Conditions of Service of the Joint Negotiating Committee for Chief Officers of Local Authorities as supplemented by any local collective agreements negotiated on behalf of the employees and by the rules of the Council.

Health

Prospective employees must be cleared by the Occupational Health Service as medically fit for employment by City of York Council, and are advised not to give notice to terminate their present employment until clearance has been received.

Probationary period

Appointments from outside local government are subject to the successful completion of a six month probationary period.

Reporting line

This post reports to the Corporate Director (Health, Housing and Adult Social Care)

Targets

Objectives and targets will be agreed with the Corporate Director of Health Housing and Adult Social Care to reflect the Council's strategic priorities.

Salary*

The appointment will be made in the Chief Officer Grade 10 range. The salary levels within the grade are as follows:

Point 61	£68 744
Point 62	£71 184
Point 63	£73 618
Point 64	£76 374

The starting salary will be determined by the Appointments Panel of elected Members.

Salaries are paid on the last working day of the month. The salary is indexed to the JNC cost of living pay awards currently effective from 1st April each year.

Annual leave

The annual leave entitlement is 30 days increasing by five days after five years continuous local government service, plus eight public holidays per annum.

Pension

Membership of the Local Government Pension Scheme will be automatically continued for all employees who transfer from another Local Authority, unless they gave notice that they no longer wish to contribute. Membership of the scheme is automatic for new employees unless they state otherwise.

Car mileage for business use/Car parking

A mileage allowance of 45.0p per mile (up to 8,500 miles) is payable for business use.

Hours of Work

Working hours in this post will be subject to the needs of the service.

Whole time service

The postholder will be expected to devote his or her whole time to the work of the Council and not engage in any other business or employment without the prior knowledge and approval of the Council.

Sickness Absence

Any entitlements related to absence due to sickness or injury is as set out in the JNC for Chief Officers agreement. Officers are entitled to receive sick pay for the following periods:

During 1 st year of service	1 month's full pay and (after completing 4 months service) 2 months half pay
During 2 nd year of service	2 months full pay and 2 months half pay
3 rd year of service	4 months full pay and 4 months half pay
During 4 th & 5 th year of service	5 months full pay and 5 months half pay
After 5 years of service	6 months full pay and 6 months half pay

Retirement

The normal retirement age of all Council employees, irrespective of gender, is 65 years.

Period of Notice

The written notice required to terminate employment in this post will be three months on either side.

Canvassing

Applicants for appointment must not canvas any Member or employee of the City of York Council in respect of their application. There is, however, no objection to any of the aforementioned providing written references in respect of applicants. Applicants related to any of the above must disclose the fact.

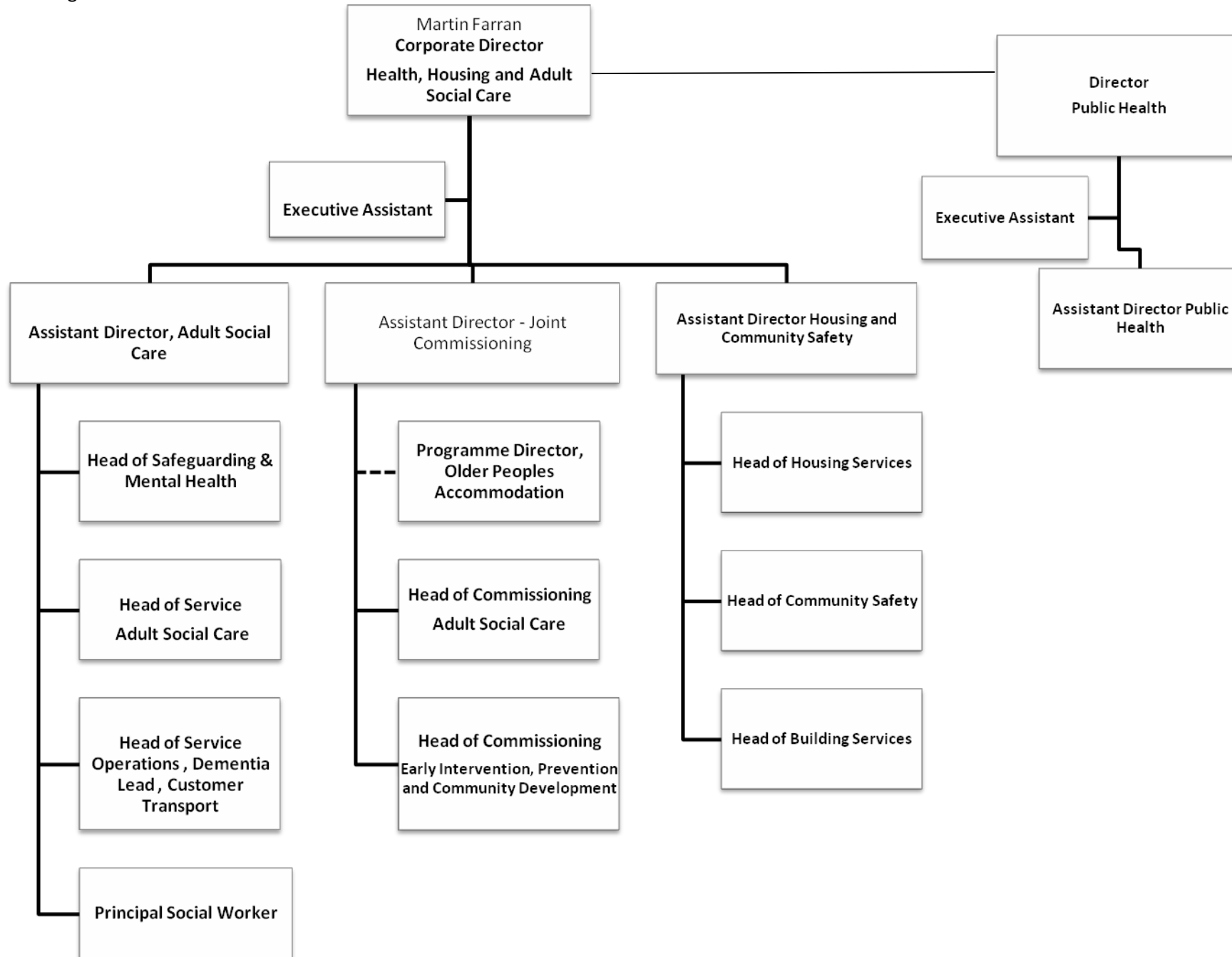
Political Restriction

This post is politically restricted and is subject to the restriction of political activities imposed by the Local Government and Housing Act 1989, and as outlined in the City of York Council's Employee Code of Conduct.

Further Information

If you would like an informal discussion about the post, please contact Martin Farran, Corporate Director of Health Housing and Adult Social Care.

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