



You can view the agenda on the [website](#)
or use a smart phone camera and scan the code

To: The Chair and Members
of the Appointments,
Remuneration and Chief
Officer Conduct
Committee

County Hall
Topsham Road
Exeter
Devon
EX2 4QD

Date: 17 May 2023

Contact: Karen Strahan 01392 382264

Email: karen.strahan@devon.gov.uk

**APPOINTMENTS, REMUNERATION AND CHIEF OFFICER CONDUCT
COMMITTEE**

Thursday, 25th May, 2023

A meeting of the Appointments, Remuneration and Chief Officer Conduct Committee is to be held on the above date at 10.45 am in Roborough Room, Committee Suite - County Hall to consider the following matters.

Donna Manson
Chief Executive

A G E N D A

PART I - OPEN COMMITTEE

1 Apologies for Absence

2 Minutes

Minutes of the meeting held on 9 May 2023, previously circulated.

3 Items Requiring Urgent Attention

Items which in the opinion of the Chair should be considered at the meeting as a matter of urgency.

4 Deputy Director of Integrated Adult Social Care - Commissioning - Job Description and Process (Pages 1 - 10)

Report of the Director of Integrated Adult Social Care regarding an updated Job Description for the post of Deputy Director of Integrated Adult Social Care (Commissioning) and the proposed recruitment process, attached.

Electoral Divisions(s): All Divisions

PART II - ITEMS WHICH MAY BE TAKEN IN THE ABSENCE OF PRESS AND PUBLIC ON THE GROUNDS THAT EXEMPT INFORMATION MAY BE DISCLOSED

NIL

Members are reminded that Part II Reports contain exempt information and should therefore be treated accordingly. They should not be disclosed or passed on to any other person(s). They need to be disposed of carefully and should be returned to the Democratic Services Officer at the conclusion of the meeting for disposal.

MEETINGS INFORMATION AND NOTES FOR VISITORS

Getting to County Hall and Notes for Visitors

For SatNav purposes, the postcode for County Hall is EX2 4QD

[Further information about how to get to County Hall](#) gives information on visitor parking at County Hall and bus routes.

Exeter has an excellent network of dedicated cycle routes. For further information see the [Travel Devon webpages](#).

The nearest mainline railway stations are Exeter Central (5 minutes from the High Street), St David's and St Thomas. All have regular bus services to the High Street.

Visitors to County Hall are asked to report to Main Reception on arrival. If visitors have any specific requirements, please contact reception on 01392 382504 beforehand.

Membership of a Committee

For full details of the Membership of a Committee, please [visit the Committee page](#) on the website and click on the name of the Committee you wish to see.

Committee Terms of Reference

For the terms of reference for any Committee, please [visit the Committee page](#) on the website and click on the name of the Committee. Under purpose of Committee, the terms of reference will be listed. Terms of reference for all Committees are also detailed within Section 3b of [the Council's Constitution](#).

Access to Information

Any person wishing to inspect any minutes, reports or background papers relating to an item on the agenda should contact the Clerk of the Meeting. To find this, [visit the Committee page](#) on the website and find the Committee. Under contact information (at the bottom of the page) the Clerk's name and contact details will be present. All [agenda, reports and minutes of any Committee are published on the Website](#)

Public Participation

The Council operates a Public Participation Scheme where members of the public can interact with various Committee meetings in a number of ways. For full details of whether or how you can participate in a meeting, please [look at the Public Participation Scheme](#) or contact the Clerk for the meeting.

In relation to Highways and Traffic Orders Committees, any member of the District Council or a Town or Parish Councillor for the area covered by the HATOC who is not a member of the Committee, may attend and speak to any item on the Agenda with the consent of the Committee, having given 24 hours' notice.

Webcasting, Recording or Reporting of Meetings and Proceedings

The proceedings of any meeting may be recorded and / or broadcasted live, apart from any confidential items which may need to be considered in the absence of the press and public. For more information [go to our webcasting pages](#)

Anyone wishing to film part or all of the proceedings may do so unless the press and public are excluded for that part of the meeting or there is good reason not to do so, as directed by the Chair. Filming must be done as unobtrusively as possible without additional lighting; focusing only on those actively participating in the meeting and having regard to the wishes of others present who may not wish to be filmed. Anyone wishing to film proceedings is asked to advise the Chair or the Democratic Services Officer in attendance.

Members of the public may also use social media to report on proceedings.

Declarations of Interest for Members of the Council

It is to be noted that Members of the Council must declare any interest they may have in any item to be considered at this meeting, prior to any discussion taking place on that item.

WiFi

An open, publicly available Wi-Fi network (i.e. DCC) is normally available for meetings held in the Committee Suite at County Hall.

Fire

In the event of the fire alarm sounding, leave the building immediately by the nearest available exit following the fire exit signs. If doors fail to unlock press the Green break glass next to the door. Do not stop to collect personal belongings; do not use the lifts; and do not re-enter the building until told to do so. Assemble either on the cobbled car parking area adjacent to the administrative buildings or in the car park behind Bellair.

First Aid

Contact Main Reception (Extension 2504) for a trained first aider.

Mobile Phones

Please switch off all mobile phones before entering the Committee Room or Council Chamber

Alternative Formats

If anyone needs a copy of an Agenda and/or a Report in another format (e.g. large print, audio tape, Braille or other languages), please contact the Customer Service Centre on 0345 155 1015 or email: committee@devon.gov.uk or write to the Democratic and Scrutiny Secretariat in G31, County Hall, Exeter, EX2 4QD.

Induction Loop available



Recruitment Process

Deputy Director of Integrated Adult Social Care - Commissioning Report of Director of Integrated Adults Social Care

Recommendation:

For the Appointments, Remuneration & Chief Officer Conduct Committee to:

1. Note the updated job description for the Deputy Director of Integrated Adult Social Care - Commissioning
2. Approve the selection process for this role

Salary

The current salary for the Deputy Director of Integrated Adult Social Care - Commissioning £109,179 (Grade L3).

The Job Description has been updated and job title changed to Deputy Director, which aligns to the job title in other service areas. The salary remains at £109,179 (Grade L3).

Job Descriptions

The existing Job Description has been reviewed and updated by the Director of Adults Integrated Social Care, it is included in Appendix 2 for your information.

Appointment of a permanent Deputy Director Integrated Adult Social Care - Commissioning

The previous Head of Service for Integrated Adult Social Care - Commissioning, Tim Golby, moved from that role in April 2019 to undertake a joint commissioning role with the NHS. He retained overall responsibility for the service but temporary backfill arrangements were put in place to support his capacity, culminating in the appointment of a temporary Deputy Head of Service Role - undertaken by Solveig Wright. This arrangement remained in place until April 2022 when Tim moved to the role of interim Director of Adult Integrated Social Care. Solveig temporarily moved into the role of Head of Service and has held this role to date. Tim Golby has since retired from DCC so there is no longer a substantive postholder in that role.

The continued temporary arrangement for the Deputy Director Integrated Adult Social Care - Commissioning is no longer sustainable. There are several other temporary arrangements that have been in place for several years to support the knock-on impact of Tim's move to NHS roles. The temporary structure has faced immense pressures during covid and continues to do so in supporting the care market and NHS. A permanent, sustainable Leadership Team is needed for the service, to create long-term stability in this critical service area, starting with a permanent appointment to this role of Deputy Director.

Agenda Item 4

A timetable to recruit a replacement has been drafted (Appendix 1) and is working on the estimate of a 2-month recruitment process. In line with the 8-point plan, which looks to recruit internal candidates where possible, and our expectation that we will have strong internal interest, we propose advertising in Devon Jobs for DCC employees only, thus reducing costs of an Executive search. Start date will depend on the successful candidate, but if internal we will have some flexibility on this.

Proposed recruitment process

It is proposed that the following recruitment process is used:

- Shortlisting
 - Shortlisting based on supporting statement will be undertaken by the Director of Integrated Adults Social Care and an NHS representative
- Successfully shortlisted candidates will progress to stage 1 and will be required to undertake:
 - Interview question exercise with Service User Panel
 - Interview with Management Panel to include Director of Integrated Adult Social Care, NHS Representative, Director of Legal and Democratic Services
 - Conversation with Director or Deputy Director of Finance
- Successful candidates from stage 1 will progress to stage 2 and will be required to:
 - Deliver a presentation to the Appointments, Remuneration and Chief Officer Conduct Committee and invited representatives from partner organisations, with questions invited on the presentation
 - Partner organisation representatives invited will provide feedback to the Appointments & Remuneration Committee on the presentation
 - Interview with the Appointments Committee
- On completion of the selection processes, the Appointment's & Remuneration Committee will recommend a candidate for ratification at Full Council on 7th September 2023.
- The Chief Executive and the Director of People and Culture will act as advisers to the Appointments, Remuneration and Chief Officer Conduct Committee throughout the processes.

Appendix 1 – Draft Timeline

A draft timeline for the process is outlined below for information.

Proposed Dates	Activity
30 May 2023	Role advertised in Devon Jobs. Closing Date: 7 June 2023
8 th June 2023	Shortlisting
15 June 2023	Stage 1 - Assessment Process
TBC	Stage 2 - Remuneration, Appointment and Conduct Committee process
7 th September	Ratification at Full Council

Key Holiday Dates:

- Half Term in Devon 29 May -2 June 2023
- Summer holidays 24 July – 1 September 2023

This timetable would be subject to availability and so there is the potential for changes in terms of approvals, responses, and interview panel attendance.

Agenda Item 4

Appendix 2: Job Description – Deputy Director of Integrated Adult Social Care - Commissioning



HAY JOB DESCRIPTION

POSITION TITLE	Deputy Director Integrated Adult Social Care - Commissioning		
LOCATION	County Hall, Exeter		
REPORTING TO	Director of Integrated Adult Social Care		
EVALUATED GRADE	L3	DATE OF EVALUATION	5/5/23
DIRECTORATE/SECTION/SCHOOL	Integrated Adult Social Care		
EFFECTIVE DATE OF JD	May-23	JOB NUMBER	H.0192-1

JOB PURPOSE:

- To lead and manage the Joint Strategic planning and commissioning for Integrated Adult Social Care, with due regard to the Council's Care Act duties of prevention, information, advice, and shaping the market of care and support services.
- To ensure robust planning and service commissioning of a range of good quality social care services that reflects the needs of the population.
- To ensure that services provide value for money and are sustainable over the long term
- To provide oversight and support to regulated services, supporting quality and compliance.
- To oversee Performance and Practice Governance, including ensuring readiness for CQC Assurance and inspection
- To ensure effective Market Development in partnership with providers, in accordance with the Care Act duty of market sufficiency, quality and diversity.
- To ensure arrangements are in place that enable co-production with people with lived experience of adult social care in development of our services, policies, and strategies.
- To promote positive relationships with service providers, independent and voluntary sector
- To establish strategic commissioning partnerships with other local authorities and NHS organisations as part of the Integrated Care System
- To provide oversight and governance of changes to the commissioning and delivery of services in response to changing legislation, guidance, specification, budget, quality of performance requirements.
- To ensure all relevant statutory duties and legislative obligations are met for each specialist area the postholder leads.
- To deputise for the Director of Integrated Adult Social Care

CONTEXT:

We want Devon to be the best place to grow up, live well and prosper. We want to listen, learn, improve and be curious and inclusive. We are ambitious for Devon and committed to transforming the way we lead and work to improve outcomes for the people of Devon.

Devon has an increasing population of elderly residents and many of these require services that can keep them independent within their chosen communities. The authority also provides services and support to those individuals, and their families, with a learning, physical or mental health disability.

The Adult Social Care function within Devon County Council is responsible for the commissioning of £300 million of care services for vulnerable people in the County. Future demographic and budget pressures within the authority means that this will be an ever-challenging task with new thinking and solutions needed.

This post incorporates all the Council responsibilities relating to quality and commissioning of social care services for adults and their families and carers, as required by the Care Act (2014). It is responsible for commissioning effective, efficient, and safe social care services that represent best value.

Deputy to the Director of Integrated Adult Social Care and working alongside the Deputy Director – Operations, the post-holder will, with the Integrated Adults Social Care Leadership Team, lead the development and delivery of the partnerships and the council's ambitions for vulnerable adults in Devon.

The postholder will work in an integrated way across commissioning functions with NHS partners with active engagement in the Integrated Care System. As part of the Integrated Care System (Devon), the post holder is responsible for working with NHS partners to ensure the commissioning of appropriate, effective, localised and joined up health and care services. As lead for strategic commissioning of integrated adult social care, the postholder is responsible for promoting independence for individuals and working with partners across the NHS, Housing sector, Community & Voluntary Social Enterprises and Independent care provider sectors which is key to improving the outcomes for citizens in Devon.

The postholder will demonstrate the organisation's core principles and behaviours promoting a positive culture of personal responsibility and accountability to meet the legal expectations, policies and frameworks for example Employment Law, Health and Safety and General Data Protection Regulations.

The postholder will support collective ownership of the Council's vision, direction, and priorities.

The postholder will lead and act on equality, diversity, and inclusion so everyone within our workforce and community can feel safe, well and thrive.

The postholder will collaborate well, make good decisions, and use resources effectively to ensure the organisation thrives and is financially resilient.

The postholder will be curious and committed to understanding the opportunities of new and emerging digital technologies, automation, and artificial intelligence in supporting the council to continually evolve, adapt and transform so that we can deliver the most effective services for the people of Devon.

Agenda Item 4

The postholder will make a key contribution to the strategic leadership of the County Council and advise key Cabinet Members on policy and strategy.

The postholder is responsible for ensuring that the Council will not only fulfil its statutory duty but will influence and drive the pace of change for the whole marketplace, finding innovative ways to continuously improve choice and control and deliver cost-effective outcomes that promote the wellbeing of people requiring care and support.

The postholder will lead, inspire, and nurture our workforce, hear the voices of our citizens and communities, embrace equality and diversity, and be committed to creating and maintaining a workplace and county that is inclusive and safe for all.

RESOURCES

	Function	Net budget £000
Finance	Strategic Commissioning Team	3,347
	Policy, Performance Involvement Team	1,322
	Centrally Managed Contracts	2,442
	Change Team	1,055
	IASCC Total	8,166
	Mental Health	19,059
	Overall Total	27,225
Staff	Direct reports x 8 (3 x L5, 3 x L7, 1 x L8, 1 x L9)	
	Commissioning team c.115 staff, across 4 delivery areas: <ul style="list-style-type: none"> • Strategic Commissioning and Market Development • Quality and contracts • Management Information, assurance, performance, policy, and strategy • Business Change See structure chart below	
Other		

ORGANISATIONAL STRUCTURE



Agenda Item 4

KEY ACCOUNTABILITIES: list the <i>principal</i> accountabilities and indicate the approximate % time spent on each. NOTE: There should typically be no more than 6-8 <i>principal</i> accountabilities for any job, and each accountability, no more than 2 or 3 sentences long.		%
1	To lead, devise and implement the joint strategic development of the organisation in accordance with the national and local direction aligned with local priorities and needs for the relevant user group.	10%
2	To analyse current positions, future need and local / national best practice in order to inform Joint Strategic Planning and Commissioning.	10%
3	To lead the implementation of a joint strategic plan based on analysis, research and best practice and with the engagement of partners, the public, service users and carers networks for the service user area.	10%
4	To lead on the development and implementation of specific joint projects to cross agency delivery.	10%
5	To ensure programme management arrangements are in place to support effective and efficient delivery and the ownership of policy by all stakeholders. To lead and manage policy developments and implementation.	20%
6	To lead the transformation and service prioritisation programme	5%
7	Manage the service within stipulated budgets.	5%
8	To develop strategic commissioning developments for the delivery of social care and advise members based on evidence and rationale.	10%
9	To be responsible for monitoring service quality via a systematic process of review and assurance across all areas.	10%
10	To lead on performance management and review by establishing and maintaining effective information and intelligence processes.	5%
11	To oversee the strategic development of the workforce to ensure recruitment meets standards and that the workforce are trained and developed to ensure the highest standard of service delivery.	5%

It should be noted that the duties or tasks associated with of the post may change from time to time without altering their general character or the level of responsibility entailed and without affecting the grading of the post.

For all roles the job holder is expected to:

- Understand and lead to achieve the Council's vision, direction and priorities
- Lead by example in line with the organisation's core principles and behaviours
- Embrace the positive benefits of a diverse workforce and be committed to creating and maintaining an environment that is inclusive and safe
- Promote a positive culture of personal responsibility and accountability to meet the legal expectations, policies and frameworks for example Employment Law, Health and Safety, GDPR and Data Protection.

The above duties and activities associated with this job are neither exclusive nor exhaustive and the job holder may be called upon to carry out such other appropriate duties as may be required within the grading level of the job and the competence of the job holder.

KNOWLEDGE AND EXPERIENCE: *Identify education, qualifications, training and experience necessary to enable the job to be carried out fully and effectively. Note this information should relate to the qualifications etc, required for the job and not be specific to an individual. Be careful not to include any requirement which maybe regarded as discriminatory, e.g. X number of years experience.*

Core knowledge and experience

- Masters Degree or equivalent qualification
- Post graduate management qualification
- Project Management or senior management experience
- NHS or equivalent public sector organisation experience
- Experience of presenting and influencing at Executive Board level
- Understanding of key policy areas in adult social care
- Evidence of delivery of major change programmes within a complex matrix reporting setting.
- Extensive experience at a senior level with the ability to lead, integrate and deliver multiple and complex services and functions.
- Extensive experience of influencing and working with key strategic partners including the NHS and provider market
- Experience of complex contract negotiation and management
- Highly developed strategic leadership experience and skills, relating to others in a way that brings out the best in people, teams/groups and organisations.
- Strong and evidenced commitment to professional and personal development and learning.
- Experience and ability to drive through efficiency savings and behaviour change and respond positively to changing circumstances.
- Ability to lead and manage change in complex environments.
- An in-depth knowledge and understanding of the current public sector reform and change agenda.
- Excellent understanding of, and commitment to the role, vision, and priorities of the County Council.

CORE PRINCIPLES AND BEHAVIOURS

Devon County Council's Core Principles and Behaviours Framework can be found here:

[Core Behaviours Framework \(Core Principles and Behaviours\) - tasks and guides \(devon.gov.uk\)](#)

APPROVAL: I confirm this Job Description conveys a full and accurate description of the job and has been agreed with the post holder (where applicable).

SIGNED:

Tandra Forster, Director of Integrated Adult Social Care

DATE

