

# AGENDA

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**Meeting:** Officer Appointments Committee

**Place:** Kennet Room - County Hall, Bythesea Road, Trowbridge, BA14 8JN

**Date:** Tuesday 2 November 2021

**Time:** 9.30 am

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Please direct any enquiries on this Agenda to Kevin Fielding, of Democratic Services, County Hall, Bythesea Road, Trowbridge, direct line 01249 706612 or email [kevin.fielding@wiltshire.gov.uk](mailto:kevin.fielding@wiltshire.gov.uk)

Press enquiries to Communications on direct lines (01225) 713114/713115.

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## **Membership:**

Cllr Richard Clewer (Chairman)  
Cllr Laura Mayes  
Cllr Ashley O'Neill  
Cllr Bob Jones  
Cllr Derek Walters

## **Substitutes:**

Cllr Jane Davies  
Cllr Nick Botterill  
Cllr Pauline Church  
Cllr Ian Blair- Pilling  
Cllr Brian Dalton  
Cllr Jo Trigg  
Cllr Paul Sample  
Cllr Carole King

## **Recording and Broadcasting Information**

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## **Public Participation**

Please see the agenda list on following pages for details of deadlines for submission of questions and statements for this meeting.

For extended details on meeting procedure, submission and scope of questions and other matters, please consult [Part 4 of the council's constitution](#).

The full constitution can be found at [this link](#).

For assistance on these and other matters please contact the officer named above for details

1        **Apologies**

2        **Minutes of Previous Meeting** (*Pages 5 - 8*)

To confirm the minutes of the meeting held on Wednesday 17 March 2021 (copy attached).

3        **Declaration of Interests**

To receive any declarations of disclosable interests or dispensations granted by the Standards Committee.

4        **Chairman's Announcements**

5        **Public Participation**

The Council welcomes contributions from members of the public.

Statements

If you would like to make a statement at this meeting on any item on this agenda, please register to do so at least 10 minutes prior to the meeting. Up to 3 speakers are permitted to speak for up to 3 minutes each on any agenda item. Please contact the officer named on the front of the agenda for any further clarification.

Questions

To receive any questions from members of the public or members of the Council received in accordance with the constitution.

Those wishing to ask questions are required to give notice of any such questions in writing to the officer named on the front of this agenda no later than 5pm on **Tuesday 26 October 2021**.

In order to be guaranteed of a written response. In order to receive a verbal response questions must be submitted no later than 5pm on **Thursday 28 October 2021**. Please contact the officer named on the front of this agenda for further advice. Questions may be asked without notice if the Chairman decides that the matter is urgent.

Details of any questions received will be circulated to Committee members prior to the meeting and made available at the meeting and on the Council's website.

6        **Appointments following changes to the senior management structure**  
(*Pages 9 - 44*)

Appointments following changes to the senior management structure.

Confidential documents are included under part 2.

7        **Urgent Items**

Any other items of business, which, in the opinion of the Chairman, should be

considered as a matter of urgency. Urgent items of a confidential nature may be considered under Part II of this agenda.

8 **Exclusion of the Public**

To consider passing the following resolution:-

To agree that in accordance with Section 100A(4) of the Local Government Act 1972 to exclude the public from the meeting for the business specified in Item No. 9 because it is likely that if members of the public were present there would be disclosure to them of exempt information as defined in paragraph 1 of Part I of Schedule 12A to the Act and the public interest in withholding the information outweighs the public interest in disclosing the information to the public.

**PART II**

**Items during consideration of which it is recommended that the public should be excluded because of the likelihood that exempt information would be disclosed.**

9 **Appointments following changes to the senior management structure**

Confidential reports to follow.

## Officer Appointments Committee

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### MINUTES OF THE OFFICER APPOINTMENTS COMMITTEE MEETING HELD ONLINE ON 17 MARCH 2021.

#### **Present:**

Cllr Philip Whitehead (Chairman), Cllr Richard Clewer (Vice-Chairman), Cllr Pauline Church, Cllr Ian Blair-Pilling (Substitute - Part II) and Cllr Jo Trigg (Substitute - Part II)

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#### 25 **Apologies**

There were no apologies.

#### 26 **Minutes of Previous Meeting**

The minutes of the meeting held on 27 January 2021 were presented for consideration and it was,

#### **Resolved:**

**To approve the minutes of the meeting held on 27 January 2021.**

#### 27 **Declaration of Interests**

There were no declarations of interest.

#### 28 **Chairman's Announcements**

There were no Chairman's announcements.

#### 29 **Public Participation**

No public statements or questions had been received.

#### 30 **Senior Leadership Appointments**

The Committee considered the report and appendices of the Director of Human Resources & Operational Development, which recommended the appointment of candidates to the following posts:

- Corporate Director People
- Corporate Director Resources and Deputy Chief Executive

The Committee were informed that the senior management structure was restructured in September 2020 and updated in December 2020, resulting in an interim senior management structure. This interim structure had been reviewed and was to be made permanent. Two posts had been deleted as a result of the restructure. The report detailed the changes in posts and indicated that under the Appointments Policy for Chief and Senior Officers, and the grounds for suitable alternative employment, the two displaced Directors would be suitable candidates for the above posts and proposed that they should be redeployed as outlined in the Part 2 report. It was,

**Resolved:**

**To note the report and appendices.**

31 **Urgent Items**

There were no urgent items.

32 **Exclusion of the Public**

**Resolved:**

**To agree that in accordance with Section 100A(4) of the Local Government Act 1972 to exclude the public from the meeting for the business specified in Item No. 9 and 10 because it is likely that if members of the public were present there would be disclosure to them of exempt information as defined in paragraph 1 of Part I of Schedule 12A to the Act and the public interest in withholding the information outweighs the public interest in disclosing the information to the public.**

33 **Senior Leadership Appointments**

The Committee considered the reports of the Director of Human Resources and Operational Development, which contained confidential information about the candidates and Director posts.

**Resolved:**

- **To appoint Lucy Townsend to the post of Corporate Director People, effective from 29 March 2021.**
- **To appoint Andy Brown to the post of Corporate Director Resources and Deputy Chief Executive, effective from 29 March 2021.**

34 **Appointment of Corporate Director Place**

The Committee undertook a selection process for the appointment of Corporate Director Place.

**Resolved:**

**To appoint Sam Fox as Corporate Director Place, effective from 29 March 2021.**

(Duration of meeting: 9.10 - 11.00 am)

The Officer who has produced these minutes is Tara Shannon of Democratic Services, direct line 01225 718352, e-mail [tara.shannon@wiltshire.gov.uk](mailto:tara.shannon@wiltshire.gov.uk)

Press enquiries to Communications, direct line (01225) 713114/713115

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## **APPOINTMENTS FOLLOWING CHANGES TO THE SENIOR MANAGEMENT STRUCTURE**

### **Purpose of the Report**

1. The purpose of this report is to present the Officer Appointments Committee with proposed candidates recommended for appointment into the following posts on the grounds of suitable alternative employment:
  - Director of Ageing and Living Well
  - Director of Wholelife Pathway / DASS
  - Director of Procurement and Commissioning

### **Background**

2. Last year a review was undertaken at tier 1 of the structure and resulted in a move to a single Chief Executive model, agreed by Cabinet on 9 June 2020 and implemented on 22 June. This was followed by the appointment of Corporate Directors for Place, People and Resources and the re-shaping of the Corporate Leadership Team.
3. Further changes to the senior structure were postponed due to the need to focus on the pandemic response, however further changes to the senior structure have been now been agreed to ensure that it supports the policy and strategic direction given by the Leader and Cabinet, as well as the delivery of the new business plan.
4. These proposed changes also took into consideration demands on services and lessons learnt from the way we have worked and delivered services to support our communities during the pandemic
5. Consultation on the changes to the senior management structure took place on 28 September 2021 and, following a period of feedback and review, a final structure was confirmed on 21 October 2021 (see Appendix 1 – confirmed senior management structure).
6. This new structure resulted in a number of deleted or significantly changed posts at Director, Assistant Director and Head of Service levels, as well as some new posts within the structure.

### **Main Considerations**

7. The Appointments Policy for Chief and Senior Officers outlines the process for appointing to roles following changes to a structure and contains the criteria for ownership of a role in the new structure, and for redeployment where a suitable alternative role is identified.
8. The criteria for ownership of posts when there is a re-structure means that ownership can only apply where a role is exactly the same as the current role.
9. Because of the changes to the structure, there was a significant change in duties and responsibilities in relation to the existing posts of:

- Director of Adult Care Operations – Access and Reablement
- Director of Adult Care Operations – Learning Disabilities and Mental Health
- Director of Commissioning

which meant that the postholders currently in these positions did not own a role in the new structure and were therefore displaced.

10. Where there is no ownership of a role in a new structure, and an employee is displaced, steps to identify roles that are suitable alternative employment are taken. Suitable alternative employment applies where a post in a new structure requires similar skills and knowledge to the employees' current role. Where suitable alternative employment is identified and agreed with the employee, a process of redeployment takes place.

11. The three new posts have been confirmed as suitable alternative employment for the displaced postholders and this has been agreed with the employees concerned. As a result, a recommendation to redeploy the affected employees is outlined in the part 2 confidential reports which are available in appendices 2, 3 and 4. These posts are:

- Director of Ageing and Living Well
- Director of Wholelife Pathway / DASS
- Director of Procurement and Commissioning

12. The role descriptions for the posts identified as suitable alternative employment are attached at appendices 5, 6, and 7.

13. Note that the Director of Wholelife Pathway will have the responsibility of DASS, however this statutory designation will be proposed for approval by Council when they meet in February 2022.

### **Overview and Scrutiny Engagement**

14. No engagement is required as the recommendations in this report are a staffing matter.

### **Safeguarding Considerations**

15. There are no safeguarding considerations because of this recommendation.

### **Public Health Implications**

16. There are no public health implications because of the new senior management structure.

### **Environmental and Climate Change Considerations**

17. There are no environmental or climate change impacts because of the new senior management structure.

### **Equalities Impact of the Proposal**

18. There is no equalities impact because of the new senior management structure. The council has in place robust policies and procedures to support change to structures all of which have been subject to an equalities impact assessment.

### **Risk Assessment**

19. If appointment into the changed posts is not confirmed the affected employees will be at risk of redundancy.
20. In all cases suitable alternative employment has been demonstrated so there would be a risk of claims for unfair dismissal if redeployment is not confirmed. In addition there would be a loss of the skills, knowledge and experience required for the posts.

### **Financial Implications**

21. There will be significant financial implications if, due to the changes to the posts, they are not considered to be suitable alternative employment. In these circumstances the displaced employees would be placed at risk of redundancy and if redundant a redundancy payment would be due.
22. There would also be pension strain costs associated with enabling any displaced employees over the age of 55 to access their pension.
23. In addition, any successful claim for unfair dismissal could cost the council a maximum of £89,493 per employee.

### **Legal Implications**

24. The proposed appointments outlined in this report, and in the appendices, are in line with the Appointment Policy & Procedure for Chief and Senior Officers and the associated risks of not approving these proposals are outlined above.

### **Options Considered**

25. The Appointments Policy & Procedure for Chief and Senior Officers outlines the process for appointing staff to posts following a change to a structure. This process has been followed and therefore there were no other options to consider.

### **Conclusion**

26. The Appointments Policy & Procedure for Chief and Senior Officers provides a clear and agreed process for appointing staff to posts following re-structure, and this process has been followed.

### **Proposals**

27. It is proposed that the Officer Appointments Committee approve appointments to the following posts:
  - Director of Ageing and Living Well
  - Director of Wholelife Pathway / DASS
  - Director of Procurement and Commissioning
28. These appointments will be subject to consultation with the leader and cabinet members in accordance with paragraph 5(2) of the Officer Employment Procedure Rules.
29. The statutory designation of the role of DASS will be proposed for approval by Council in February 2022.

## **Reason for the Proposals**

30. The reasons for these proposals are outlined in paragraphs 2 – 13.

**Joanne Pitt**  
**Director – HR&OD**

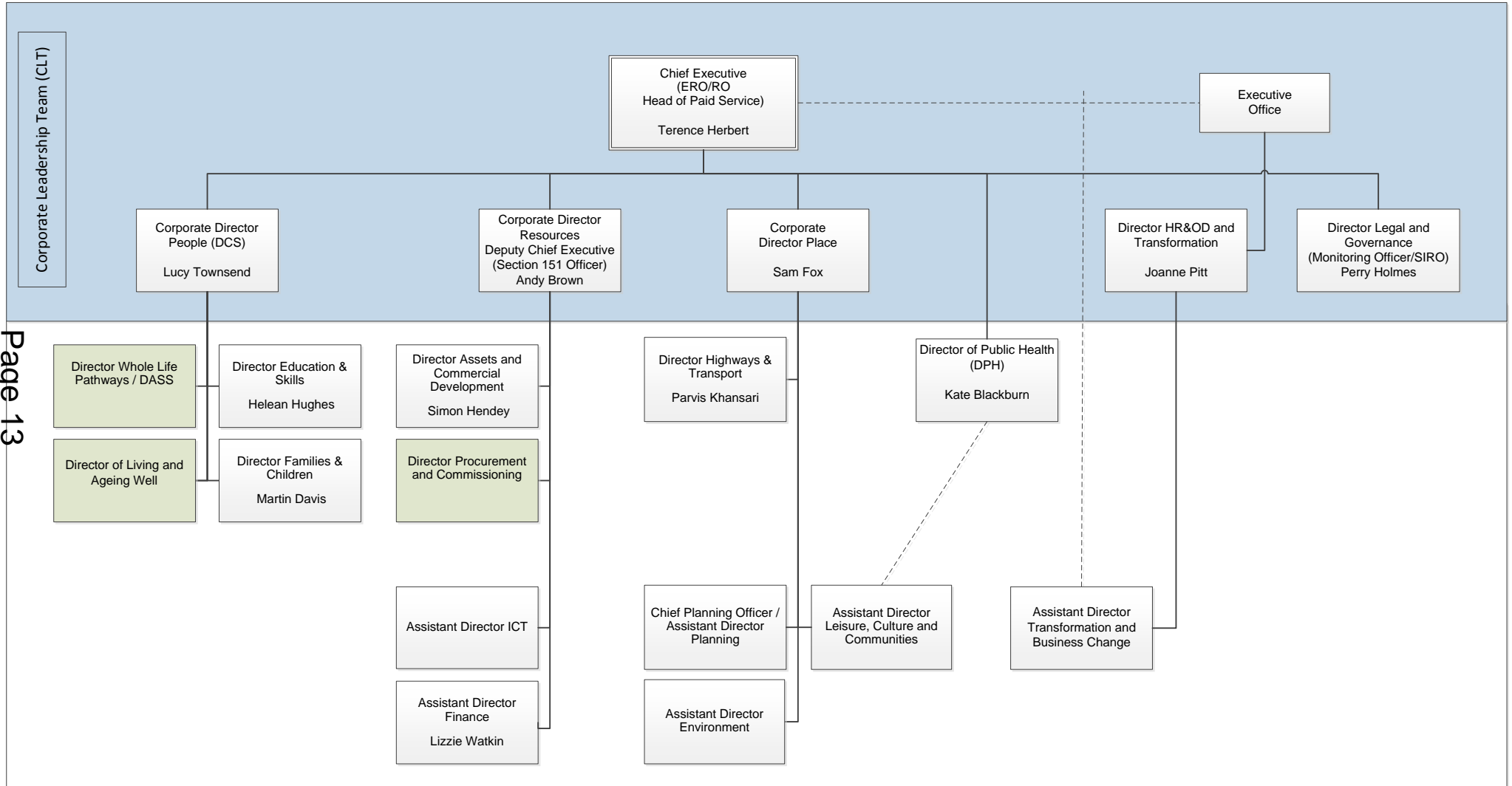
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Report Author: Paula Marsh, Senior HR Business Partner

- Appendix 1** Confirmed senior management structure
- Appendix 2** **Part 2 report** recommending appointment to Director of Living and Ageing Well
- Appendix 3** **Part 2 report** recommending appointment to Director of Wholelife Pathway / DASS
- Appendix 4** **Part 2 report** recommending appointment to Director of Procurement and Commissioning
- Appendix 5** Role description LSL2-2083 Director of Living and Ageing Well
- Appendix 6** Role description LSL2-2084 Director of Wholelife Pathway / DASS
- Appendix 7** Role description LSL2-1241 Director of Procurement and Commissioning

**Appendix 1 – New senior management structure highlighting new Director posts**

**Senior Leadership team**



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## ROLE PROFILE

<b>Job family</b>	<b>Leadership</b>
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<b>Role profile number and grade</b>	<b>L2</b>
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**Role purpose:**

Roles at this level are responsible for the corporate management of a wide range of major council services or a significant statutory function (with delegated powers), with responsibility for setting the vision, strategic policy direction and leadership, as well as having accountability for operational management and financial control.

Roles at this level have a significant responsibility for fulfilling long term business plan priorities with full accountability to deliver these and to resolved conflict of priority

Directors are part of the Council's Extended Leadership Team and support the Cabinet and Corporate Leadership Team to achieve the aims and desired outcomes of the Council.

Roles at this level provide tactical, strategic and operational advice and recommendations to the Chief Executive and Corporate Directors, Cabinet Member, elected Members and relevant committees in respect of the services and functions within their area of responsibility

Roles at this level report to a Corporate Director or to the Chief Executive.

<b>Factor</b>	<b>Relevant Job Information</b>
Indicative qualifications	<p>Degree in a subject relevant to the role or able to demonstrate equivalent knowledge, skills and experience.</p> <p>Relevant professional qualification at a post graduate level</p> <p>Licence / certificate / qualification where required for statutory role</p> <p>Management qualification or equivalent experience</p> <p>Programme management qualification or able to demonstrate equivalent knowledge, skills and experience</p>
Knowledge, skills and experience	<p>Roles at this level require self sufficiency in a technical or specialised field gained through wide experience of concepts/principles, wide exposure to complex practices and authoritative command of operations and functions. This includes:</p> <ul style="list-style-type: none"> <li>• Expert functional knowledge and/or providing significant advice with impact across the council.</li> <li>• A broad knowledge and understanding of the services impacted by the service/function and across the council</li> <li>• Proven extensive senior management experience of managing a range of services and functions at a corporate strategic level</li> <li>• Substantial experience in both strategic and operational management across a range of services and functions within a large and complex organization</li> <li>• Substantial understanding of the council's people strategy to ensure effective workforce development in order to achieve service and council wide objectives</li> <li>• Experience of working in a political environment and managing political challenges to the direction of the function or services.</li> <li>• Substantial understanding of local government and the local, regional and national context</li> <li>• Substantial understanding and experience of delivering services that impact on the local community and partner organisations, and managing challenges to the direction of these services</li> <li>• Ability to deliver and support successful cultural and organisational change programmes with impact across the council</li> <li>• Effectively handling challenging &amp; complex situations which have wide ranging impact and reputational risk for the Council</li> <li>• Leadership of high profile innovative projects which have wide ranging impact and reputational risk for the Council</li> </ul>

	<ul style="list-style-type: none"> <li>• Significant budget management experience across a range of services and functions.</li> </ul>
Accountability for Budget	<p>Roles at this level have a major impact/effect on the overall results of the organisation and Wiltshire communities, encompassing a substantial portion of the organisations' income, expenditure or resources.</p> <p>The nature of the impact of the role is contributory with significant impact and influence in advising or facilitating services for use by senior management in taking decisions across the council including impacting upon Wiltshire communities and partner organisations.</p> <p>Leads a senior management team across a range of service areas and functions, each responsible for significant resources and operational/strategic delivery.</p> <p>Delegated budget lead to monitor and control the budget of significant council service(s), a range of major functions or a statutory function.</p> <p>Will have influence on significant expenditure across council, partner services and Wiltshire communities</p> <p>Impact on whole council gross budget (spend) circa £872 million</p> <p>Impact on partner organisations budgets and the economy of Wiltshire</p> <p>County population is around 470K</p>
Problem solving	<p>Roles at this level will be responsible for setting major functional policies and/or determining the direction and overall shape of a major function or range of services. Through the senior management team will influence the development of major policies that impact across the whole of the council, and on Wiltshire communities and partner organisations.</p> <p>Directs/sets the direction through senior management the implementation of required corporate change in the service/functional area, across the council, Wiltshire communities and/or partner organisations</p> <p>Directs/sets the direction of the development and implementation of service/function strategies and make a significant contribution to the development of corporate strategies and business plans</p> <p>Sets the direction for the design, development and implementation of complex solutions within the identified area which serve the council's vision, goals and core values, involving the application of significant council resources across the council, Wiltshire communities and/or partner services</p> <p>Sets new standards for innovation in the commissioning and delivery of services</p> <p>Maintain the integrity of the service/function and culture of continuous improvement, ensuring increased functional capacity across the council and partner organisations.</p> <p>Pro-actively identifying corporate, and service risks, and ensure action is taken to mitigate these</p>
Nature of contacts	<p>Directly or through nominated senior management team, direct and oversee all activities of the services and functions, and more widely across the council, Wiltshire communities and partner organisations.</p> <p>Influence, advise and make recommendations to members, chief executive, directors, heads of service and equivalent levels in external bodies, private sector and partner organisations regarding complex situations that have high risk and reputational impact across the council.</p> <p>Work with other public bodies and other relevant partners/organisations to support Wiltshire's communities, through services and activities that address local concerns and that foster social capital and 'resilient communities'</p> <p>To represent the council and co-ordinate policy and practice on a local, regional and national scale</p> <p>Manage relationships with key stakeholders and delivery partners including consultation on complex political / strategic / commercial issues that have high risk and reputational impact across the council, Wiltshire communities and partners</p> <p>Provide service/functional direction, expertise, advice and support often in response to complex issues across the council, Wiltshire communities and partners including external stakeholders and suppliers etc.</p> <p>Sponsor and lead working groups and project teams, likely to be cross service/council/partners or external at a regional or national level.</p> <p>Engage with stakeholders to seek and explore innovative opportunities for collaborative working within and across function, services, Wiltshire communities and/or with partners</p> <p>Establish and lead partnership working with internal / external services / organisations and liaise with national bodies.</p> <p>Managing complex situations which can be contentious and have the potential to cause significant reputational issues for the council.</p>
Additional duties	<p>Postholders are required (subject to the provisions of the Working Time Regulations) to work the hours that are necessary to do the job, including evening and weekend work and attendance at</p>



	meetings out of office hours. This includes being on standby or call out to respond to emergency situations.
Our Identity	<p><a href="#">Our Identity</a> sets out who we are and provides a shared understanding of how we are all expected to lead, work and act with each other, our partners and our residents to deliver our services and build stronger communities. They enable us to continually evolve and adapt to meet the changing needs of our residents and ensure that we continue to deliver great services and make a difference to the people of Wiltshire.</p> <p>All of us are expected to demonstrate the ten elements of <a href="#">Our Identity</a> in how we work to shape and create the organisation we want to be part of. It should influence our decisions, activities, projects and ways of working</p>
Health & Safety	To be responsible for managing services in line with the council's health, safety and welfare policies
Equalities	Wiltshire council is committed to ensuring employees do not discriminate against colleagues, suppliers or third parties at work or harass or victimise others. Incidents of discrimination at work are taken seriously and employees are encouraged to report incidents via their manager or anonymously via <a href="#">the whistleblowing policy</a> .
Authority to work in the UK	All employees must have the legal authority to work in the UK. Non-EU nationals must have the relevant approval to work in the UK from the UK Border Agency. Copies of all documents provided as proof of identity are retained for our records, by providing these proofs the council will treat this as consent.

The above profile is intended to describe the general nature and level of work performed by employees in this role and does not detail a list of all duties and responsibilities. The Council reserves the right to amend this role profile as necessary

## ROLE DESCRIPTION

<b>Role description:</b>	Director of Ageing & Living Well
<b>Role profile family:</b>	Leadership
<b>Number of posts:</b>	1
<b>Role profile number and grade:</b>	LSL2-2083
<b>Service/Team:</b>	Adult Care
<b>Reports to:</b>	Corporate Director - People

### Job Context

Directors are responsible for the corporate management of a range of major council services or a statutory function, providing strategic policy direction and leadership, operational management and financial control. They support the cabinet and corporate leadership team, to achieve the aims and desired outcomes of the council, Wiltshire community and partners.

In this role you will be a Deputy Chief Officer as defined in the Local Government and Housing Act 1989 and referred to in the Localism Act 2011. This means that you will support the Chief Executive in the overall corporate management of the Council. Part 3 of the constitution is the scheme of delegation that sets out the responsibility for functions and decision making that also apply to the role of Director.

### Job Purpose

**As a member of the senior leadership team you are expected to:**

- Work jointly with the whole senior leadership team and in support of the Corporate Leadership Team to achieve the council's priorities and goals, contributing to the wider strategic long-term development of the Council and the implementation of the Council's business plan.
- Ensure all elements of Our Identity are embedded across your services so that they are focused on making a difference and delivering the best outcomes for our residents.
- Ensure service structures are developed based on customer/resident needs and that services are developed and delivered to meet emerging and revised council priorities and re-defined customer expectations.
- Ensure effective financial and operational management of all services and functions within your areas of responsibility and take joint responsibility as part of the senior leadership team for delivering the whole council budget and savings, taking a corporate and joined up approach alongside robust and reliable service financial management.
- Ensure effective partnership and stakeholder relationships across all services and functions within your areas of responsibility.
- Ensure service planning is shaped by and takes into account the council's key strategic plans and manage service performance through the accountability of your senior management team, allocation of resources, management of risks, and strong, inspirational leadership.

- Ensure a whole council approach is taken to corporate parenting.
- Directing the service response in the event of an emergency

## **Key duties include:**

- Develop relationships both internally and externally to maximize opportunities for collaboration and integration;
- Ensure service planning is shaped by, and takes into account the council's key strategic plans including:
  - The business plan
  - The financial plan (MTFS) and annual budget
  - The people strategy
  - The digital strategy
  - The local plan
- Provide advice and recommendations to the wider corporate leadership team and elected Members on significant policy decisions or complex and contentious matters within your service areas and areas of expertise;
- Contribute to the corporate management of the strategic risks facing the council;
- Represent the council at regional/national level within your services areas and areas of expertise;
- Promote and exemplify robust decision making which is open, inclusive, flexible and responsive;
- Grow an outstanding workforce with a can-do attitude, supported through clear career paths and development linked with robust talent and performance management;
- Embed a culture that places customers first, adopts a can-do approach and focuses on good outcomes in our communities;
- Drive the council's staff engagement culture and demonstrate the behaviours expected across the organisation;
- Ensure a whole council approach is taken to corporate parenting.

## **Service area responsibilities:**

- Lead a range of social care services that deliver a strengths model, maximize independence and focus on well-being. To ensure that safeguarding procedures are in place to support and protect vulnerable people. To ensure that the Council performs its statutory duty in relation to the provision of Adult Social Care services, ensuring that statutory responsibilities within this area are fulfilled.
- Provide strong leadership focused on creativity and ensuring the best possible outcomes for vulnerable people.
- Key responsibility to work in conjunction with partners in the health and social care system, to improve services for people that require them. This includes working within BSW Integrated Care System (ICS) to ensure collaboration and alignment within the system.

They will have responsibility for:

- Advice, Contact & Prevention service

- Financial Assessments & Benefits team (FAB)
- Reablement
- Hospital Social Work teams
- Supporting people with long term needs
- Housing Operations

Service areas currently reporting to this post are:

## Ageing Well

- Responsibility for negotiations with central and local bodies on targets across Health and Social Care identified in the Local Agreement for Wiltshire, NHS Local Delivery Plans and the Corporate Plan, with a keen focus on:
  - ensuring the flow across the health and social care system prevents people being delayed in hospital and ensuring they return home with appropriate support to maximise their independence
- Ensuring that discharge to assess agreements and processes are in place to support customers through support from Reablement and hospital discharge teams

## Living Well

- Responsibility for ensuring that customers with long term social care and hearing and vision needs are supported and that statutory responsibilities under the Care Act are fulfilled
- Ensure that advice, support and prevention at the front door to adult social care is in place to ensure a focus on building resilience and supporting independent lives
- To liaise and work with the Director of Assets & Commercial on Housing matters relevant with the HRA, and in liaison with the Head of Housing People operations to take the necessary action to provide the direction for the use of HRA stock to prioritise the vulnerable citizens and residents

## Housing Operations

- Lead the strategic approach for Housing operations that reflects Wiltshire communities.
- In conjunction with partners, ensure that a housing operations service performs its statutory duty in relation to homeless/advice and allocations

Have professional supervision and oversight of the Principal Occupational Therapist (POT). Line management will remain with Head of Service Performance, Outcomes & QA Childrens and Adults.

- Along with the POT have responsibility for the provision of professional leadership and support to qualified and registered occupational therapists to ensure that their practice uses strengths based approaches which maximise independence and focus on well-being
- Ensure that the Council identifies and delivers best occupational therapy practice

## Key service related duties include:

- To ensure that the ageing well, living well and housing operations aspects of all corporate and service decisions are considered, and having overall decision making responsibility for ensuring consistent and high quality outcomes related to these areas.

- Dealing with complex and contentious issues in relation to ageing well, living well and housing operations.
- Ensure that ageing well, living well and housing operations services are designed to deliver the council's vision, values and priorities in the business plan with the community of Wiltshire placed firmly at the centre of this vision.
- To facilitate and enable transformational change across the organisation through timely and relevant activities and interventions.
- Lead the development, delivery and on-going review and communication of ageing well, living well and housing operations–, policies and strategy, aligned with the vision of the council and the priorities and aims of the business plan.
- Lead and provide oversight of the work of the service areas ensuring the setting of targets, identification of priorities, succession management and performance management.

**Professional responsibilities of this post:**

- Lead role as “Responsible Individual” for Wiltshire Council under the Care Standards Act.
- Lead role to ensure adherence to the Care Act (2014) which introduced a universal duty to prevent, reduce and delay needs arising for everyone living within a local authority area.

Dimensions				
Type of budget	Direct	Indirect	Responsibility	Amount / Cost
Operational budgets	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Direct service budget	£80m approx.
Council Revenue budget	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Contributory impact on spend	£876m (gross budget)
Staffing			Employees directly managed will be senior management teams each responsible for significant resources and operational/strategic service delivery	
Please describe any national performance standards or statutory/legal responsibilities applicable to this role:				
N/A				

Person Specification
<p>In addition to the qualifications, knowledge, and skills required for roles at this level, this role requires:</p> <ul style="list-style-type: none"> <li>• Social Work or Occupational Therapy professional qualification</li> <li>• Postgraduate degree in management is desirable or equivalent management experience</li> </ul>

- Evidence of post qualification personal and professional continued development.
- Substantial experience of managing operational adult care services in a large and diverse organisation.
- A knowledge and understanding of commissioning and its role in adult social care operations.

## Supporting information

Driving classification	
<p><b>Occasional driver</b> A valid UK driving licence is not required. Occasionally may need to travel to different locations in order to undertake the duties of the role.</p>	<input type="checkbox"/>
<p><b>Regular Driver</b> Must hold a valid UK driving licence (with no more than 6 penalty points) and have access to either their own car or a pool car in order to undertake the duties of the role unless other forms of transport are available and viable to perform the role, including public transport. Or a reasonable adjustment has been agreed.</p>	<input checked="" type="checkbox"/>
<p><b>Required Driver</b> Must hold a valid UK driving licence (with no more than 3 penalty points) and will drive a vehicle supplied by the Council in order to undertake the duties of the role.</p>	<input type="checkbox"/>
<p>Employees should refer to the Corporate Driving at Work policy for further information.</p>	

Political restriction	
<p>This role is politically restricted. The job holder is not permitted to undertake political activity involving standing for election as a member of parliament, as an MEP, as a member of the Scottish or Welsh Parliaments. The job holder is furthermore not permitted to canvas on behalf of a political party or a person who is already, or who seeks to be, a candidate. In addition, they may not speak to the public or publish any written or artistic work that could give the impression they are advocating support for a political party</p>	<input checked="" type="checkbox"/>
<p>This role is not politically restricted</p>	<input type="checkbox"/>

Professional fees and related occupational costs	
<p>As part of this role, or to support professional development, the job holder is required to be a member of a professional body or association. The job holder is responsible for payment of all professional fees, memberships, registrations or subscriptions and no reimbursement or contribution towards these will be provided by the council</p>	<input checked="" type="checkbox"/>
<p>This role does not have any professional or occupational membership requirements</p>	<input type="checkbox"/>

Clearances – Disclosure & Barring Service (DBS)	
<p>This role will be engaged in 'regulated activity' providing specific services relating to children or vulnerable adults and is subject to a Disclosure from the Disclosure and Barring Service.</p>	<input type="checkbox"/>
<p>This role is exempt from the Rehabilitation of Offenders Act 1974 and will require an <b>Enhanced</b> DBS check before appointment can be confirmed.</p>	<input checked="" type="checkbox"/>
<p>This role is exempt from the Rehabilitation of Offenders Act 1974 and will require a <b>Standard</b> DBS check</p>	<input type="checkbox"/>
<p>The role requires a <b>Basic</b> DBS check to check for convictions and cautions that are considered to be unspent under the terms of the Rehabilitation of Offenders Act 1974.</p>	<input type="checkbox"/>
<p>This role is not subject to a Disclosure from the Disclosure and Barring Service in order to undertake the duties of the role.</p>	<input type="checkbox"/>

<b>Clearances – Baseline Personnel Security Standard (BPSS)</b>	
This role requires access to the UK government Public Services Network (PSN) and is subject to a BPSS check	<input type="checkbox"/>
This role is not subject to a BPSS check	<input checked="" type="checkbox"/>
<b>Clearances – Non-Police Personnel Vetting (NPPV)</b>	
This role requires working in partnership with the police, and/or having access to Police related systems and is subject to a NPPV check at <b>level 2*</b> . (*regular access to police premises and police information, intelligence and financial or operational assets. Occasional access to those deemed 'secret').	<input checked="" type="checkbox"/>
This role requires working in partnership with the police, and/or having access to Police related systems and is subject to a NPPV check at <b>level 3*</b> (*regular unsupervised access to police premises and/or access to police information and/or information systems and/or hard copy material either on police premises or by remote access up to "secret" level. A level 3 includes a check on you, your spouse/partner, co-residents, and all family members).	<input type="checkbox"/>
This role is not subject to a NPPV check	<input type="checkbox"/>
<b>Safeguarding</b>	
For all roles within Children's Services. Wiltshire Council is committed to safeguarding and promoting the welfare of children, young people and vulnerable adults and all staff are expected to share this commitment. You will be expected to report any concerns relating to the safeguarding of children, young people or vulnerable adults in accordance with agreed procedures. If your own conduct in relation to the safeguarding of children, young people or vulnerable adults gives cause for concern, the council's agreed child protection/vulnerable adults protection procedures will be followed.	<input type="checkbox"/>
For all roles within Adult Social Services. Wiltshire Council is committed to safeguarding and promoting the welfare of vulnerable adults and all staff working for the council are expected to share a commitment to this. You will be expected to report any concerns relating to the possible abuse of a vulnerable adult in accordance with the agreed interagency safeguarding adults' procedures. If your own conduct in relation to the safeguarding of vulnerable adults gives cause for concern, the council's agreed interagency safeguarding adults' procedures will be followed, alongside implementation of the council's disciplinary procedure. The job holder is accountable for their safeguarding of vulnerable adult responsibilities to their line manager.	<input checked="" type="checkbox"/>
For all other roles within the council. Wiltshire Council is committed to safeguarding and promoting the welfare of children, young people and vulnerable adults and all staff are expected to share this commitment. You will be expected to report any concerns relating to the safeguarding of children, young people or vulnerable adults in accordance with agreed procedures. If your own conduct in relation to the safeguarding of children, young people or vulnerable adults gives cause for concern, the council's agreed child protection/vulnerable adults protection procedures will be followed.	<input type="checkbox"/>



## ROLE PROFILE

<b>Job family</b>	<b>Leadership</b>
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<b>Role profile number and grade</b>	<b>L2</b>
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### Role purpose:

Roles at this level are responsible for the corporate management of a wide range of major council services or a significant statutory function (with delegated powers), with responsibility for setting the vision, strategic policy direction and leadership, as well as having accountability for operational management and financial control.

Roles at this level have a significant responsibility for fulfilling long term business plan priorities with full accountability to deliver these and to resolved conflict of priority

Directors are part of the Council's Extended Leadership Team and support the Cabinet and Corporate Leadership Team to achieve the aims and desired outcomes of the Council.

Roles at this level provide tactical, strategic and operational advice and recommendations to the Chief Executive and Corporate Directors, Cabinet Member, elected Members and relevant committees in respect of the services and functions within their area of responsibility

Roles at this level report to a Corporate Director or to the Chief Executive.

<b>Factor</b>	<b>Relevant Job Information</b>
Indicative qualifications	<p>Degree in a subject relevant to the role or able to demonstrate equivalent knowledge, skills and experience.</p> <p>Relevant professional qualification at a post graduate level</p> <p>Licence / certificate / qualification where required for statutory role</p> <p>Management qualification or equivalent experience</p> <p>Programme management qualification or able to demonstrate equivalent knowledge, skills and experience</p>
Knowledge, skills and experience	<p>Roles at this level require self sufficiency in a technical or specialised field gained through wide experience of concepts/principles, wide exposure to complex practices and authoritative command of operations and functions. This includes:</p> <ul style="list-style-type: none"> <li>• Expert functional knowledge and/or providing significant advice with impact across the council.</li> <li>• A broad knowledge and understanding of the services impacted by the service/function and across the council</li> <li>• Proven extensive senior management experience of managing a range of services and functions at a corporate strategic level</li> <li>• Substantial experience in both strategic and operational management across a range of services and functions within a large and complex organization</li> <li>• Substantial understanding of the council's people strategy to ensure effective workforce development in order to achieve service and council wide objectives</li> <li>• Experience of working in a political environment and managing political challenges to the direction of the function or services.</li> <li>• Substantial understanding of local government and the local, regional and national context</li> <li>• Substantial understanding and experience of delivering services that impact on the local community and partner organisations, and managing challenges to the direction of these services</li> <li>• Ability to deliver and support successful cultural and organisational change programmes with impact across the council</li> <li>• Effectively handling challenging &amp; complex situations which have wide ranging impact and reputational risk for the Council</li> <li>• Leadership of high profile innovative projects which have wide ranging impact and reputational risk for the Council</li> </ul>

	<ul style="list-style-type: none"> <li>• Significant budget management experience across a range of services and functions.</li> </ul>
<p>Accountability for Budget</p>	<p>Roles at this level have a major impact/effect on the overall results of the organisation and Wiltshire communities, encompassing a substantial portion of the organisations' income, expenditure or resources.</p> <p>The nature of the impact of the role is contributory with significant impact and influence in advising or facilitating services for use by senior management in taking decisions across the council including impacting upon Wiltshire communities and partner organisations.</p> <p>Leads a senior management team across a range of service areas and functions, each responsible for significant resources and operational/strategic delivery.</p> <p>Delegated budget lead to monitor and control the budget of significant council service(s), a range of major functions or a statutory function.</p> <p>Will have influence on significant expenditure across council, partner services and Wiltshire communities</p> <p>Impact on whole council gross budget (spend) circa £872 million</p> <p>Impact on partner organisations budgets and the economy of Wiltshire</p> <p>County population is around 470K</p>
<p>Problem solving</p>	<p>Roles at this level will be responsible for setting major functional policies and/or determining the direction and overall shape of a major function or range of services. Through the senior management team will influence the development of major policies that impact across the whole of the council, and on Wiltshire communities and partner organisations.</p> <p>Directs/sets the direction through senior management the implementation of required corporate change in the service/functional area, across the council, Wiltshire communities and/or partner organisations</p> <p>Directs/sets the direction of the development and implementation of service/function strategies and make a significant contribution to the development of corporate strategies and business plans</p> <p>Sets the direction for the design, development and implementation of complex solutions within the identified area which serve the council's vision, goals and core values, involving the application of significant council resources across the council, Wiltshire communities and/or partner services</p> <p>Sets new standards for innovation in the commissioning and delivery of services</p> <p>Maintain the integrity of the service/function and culture of continuous improvement, ensuring increased functional capacity across the council and partner organisations.</p> <p>Pro-actively identifying corporate, and service risks, and ensure action is taken to mitigate these</p>
<p>Nature of contacts</p>	<p>Directly or through nominated senior management team, direct and oversee all activities of the services and functions, and more widely across the council, Wiltshire communities and partner organisations.</p> <p>Influence, advise and make recommendations to members, chief executive, directors, heads of service and equivalent levels in external bodies, private sector and partner organisations regarding complex situations that have high risk and reputational impact across the council.</p> <p>Work with other public bodies and other relevant partners/organisations to support Wiltshire's communities, through services and activities that address local concerns and that foster social capital and 'resilient communities'</p> <p>To represent the council and co-ordinate policy and practice on a local, regional and national scale</p> <p>Manage relationships with key stakeholders and delivery partners including consultation on complex political / strategic / commercial issues that have high risk and reputational impact across the council, Wiltshire communities and partners</p> <p>Provide service/functional direction, expertise, advice and support often in response to complex issues across the council, Wiltshire communities and partners including external stakeholders and suppliers etc.</p> <p>Sponsor and lead working groups and project teams, likely to be cross service/council/partners or external at a regional or national level.</p> <p>Engage with stakeholders to seek and explore innovative opportunities for collaborative working within and across function, services, Wiltshire communities and/or with partners</p> <p>Establish and lead partnership working with internal / external services / organisations and liaise with national bodies.</p> <p>Managing complex situations which can be contentious and have the potential to cause significant reputational issues for the council.</p>

Additional duties	Postholders are required (subject to the provisions of the Working Time Regulations) to work the hours that are necessary to do the job, including evening and weekend work and attendance at meetings out of office hours. This includes being on standby or call out to respond to emergency situations.
Our Identity	<a href="#">Our Identity</a> sets out who we are and provides a shared understanding of how we are all expected to lead, work and act with each other, our partners and our residents to deliver our services and build stronger communities. They enable us to continually evolve and adapt to meet the changing needs of our residents and ensure that we continue to deliver great services and make a difference to the people of Wiltshire. All of us are expected to demonstrate the ten elements of <a href="#">Our Identity</a> in how we work to shape and create the organisation we want to be part of. It should influence our decisions, activities, projects and ways of working
Health & Safety	To be responsible for managing services in line with the council's health, safety and welfare policies
Equalities	Wiltshire council is committed to ensuring employees do not discriminate against colleagues, suppliers or third parties at work or harass or victimise others. Incidents of discrimination at work are taken seriously and employees are encouraged to report incidents via their manager or anonymously via <a href="#">the whistleblowing policy</a> .
Authority to work in the UK	All employees must have the legal authority to work in the UK. Non-EU nationals must have the relevant approval to work in the UK from the UK Border Agency. Copies of all documents provided as proof of identity are retained for our records, by providing these proofs the council will treat this as consent.

The above profile is intended to describe the general nature and level of work performed by employees in this role and does not detail a list of all duties and responsibilities. The Council reserves the right to amend this role profile as necessary

## ROLE DESCRIPTION

<b>Role description:</b>	Director of Wholelife Pathway & Director of Adult Social Services (DASS)
<b>Role profile family:</b>	Leadership
<b>Role profile number and grade:</b>	LSL2-2084
<b>Service/Team:</b>	Adult Care
<b>Reports to:</b>	Corporate Director - People

### Job Context

Directors are responsible for the corporate management of a range of major council services or a statutory function, providing strategic policy direction and leadership, operational management and financial control. They support the cabinet and corporate leadership team, to achieve the aims and desired outcomes of the council, Wiltshire community and partners.

In this role you will be a Chief Officer as defined in the Local Government and Housing Act 1989 and referred to in the Localism Act 2011. This means that you will support the Chief Executive in the overall corporate management of the Council. Part 3 of the constitution is the scheme of delegation that sets out the responsibility for functions and decision making that also apply to the role of Director

### Job Purpose

#### As a member of the senior leadership team you are expected to:

- Work jointly with the whole senior leadership team and in support of the Corporate Leadership Team to achieve the council's priorities and goals, contributing to the wider strategic long-term development of the Council and the implementation of the Council's business plan.
- Ensure all elements of Our Identity are embedded across your services so that they are focused on making a difference and delivering the best outcomes for our residents.
- Ensure service structures are developed based on customer/resident needs and that services are developed and delivered to meet emerging and revised council priorities and re-defined customer expectations.
- Ensure effective financial and operational management of all services and functions within your areas of responsibility and take joint responsibility as part of the senior leadership team for delivering the whole council budget and savings, taking a corporate and joined up approach alongside robust and reliable service financial management.
- Ensure effective partnership and stakeholder relationships across all services and functions within your areas of responsibility.

- Ensure service planning is shaped by and takes into account the council's key strategic plans and manage service performance through the accountability of your senior management team, allocation of resources, management of risks, and strong, inspirational leadership.
- Ensure a whole council approach is taken to corporate parenting.
- Directing the service response in the event of an emergency

## **Key duties include:**

- Develop relationships both internally and externally to maximise opportunities for collaboration and integration;
- Ensure service planning is shaped by, and takes into account the council's key strategic plans including:
  - The business plan
  - The financial plan (MTFS) and annual budget
  - The people strategy
  - The digital strategy
  - The local plan
- Provide advice and recommendations to the wider corporate leadership team and elected Members on significant policy decisions or complex and contentious matters within your service areas and areas of expertise;
- Contribute to the corporate management of the strategic risks facing the council;
- Represent the council at regional/national level within your services areas and areas of expertise;
- Promote and exemplify robust decision making which is open, inclusive, flexible and responsive;
- Grow an outstanding workforce with a can-do attitude, supported through clear career paths and development linked with robust talent and performance management;
- Embed a culture that places customers first, adopts a can-do approach and focuses on good outcomes in our communities;
- Drive the council's staff engagement culture and demonstrate the behaviours expected across the organisation;
- Ensure a whole council approach is taken to corporate parenting.

## **Service area responsibilities:**

- Lead a range of social care services that deliver a strengths model, maximize independence and focus on well-being. To ensure that safeguarding procedures are in place to support and protect vulnerable people. To ensure that the Council performs its statutory duty in relation to the provision of Adult Social Care services, ensuring that statutory responsibilities within this area are fulfilled.
- Provide strong leadership focused on creativity and ensuring the best possible outcomes for vulnerable people.

Key responsibility to embed a wholelife pathway approach, in conjunction with partners, in the health and social care system, to improve services for people with a learning disability and/or autism from

birth throughout adulthood using the personalisation agenda. This includes working within BSW Integrated Care System (ICS) to ensure collaboration and alignment within the system.

They will have responsibility for:

- Mental Health, Emergency Duty Service, Safeguarding and Deprivation of Liberties Safeguarding (DoLs) which will become Liberty Protection Safeguarding (LPS) in April 2022
- Learning Disabilities Community Support service, Learning Disabilities and Autism Service and continuing health care (CHC) in respect of learning disabilities and mental health
- Vulnerable People's Resettlement Service (VPRS)

Service areas reporting to this post are:

Adults with complex long term needs relating to learning disabilities and mental health. Safeguarding and DoLs (LPS in April 2022)

- Lead a range of services in a coordinated way, working in partnership with commissioning colleagues and across statutory agencies, voluntary and independent sectors ensuring that a comprehensive and equitable range of high quality, responsive and efficient social care and health services are delivered.

Mental health & Safeguarding

- Lead a range of social care services to people with severe and enduring mental health problems including dementia. To deliver services to people who need a rapid response to a crisis, support people to maximise their independence and to promote preventative and community solutions which help people remain well and independent.. To ensure that the Council performs its statutory duty in relation to the provision of Adult Social Care services including statutory responsibilities of the Mental Health Act, including the Emergency Duty Service (EDS). To ensure that safeguarding procedures are in place to support and protect vulnerable people.

Learning disabilities & Autism

- Lead service for people with learning disabilities and autism, with responsibility for supporting people to maximise their independence.

Learning Disabilities and community support

- Promote preventative and community solutions which support people with a learning disability to become more independent.

Provide professional supervision and oversight of the Principal Social Worker (PSW). Line management will remain with Head for Service Performance, Outcomes & QA Childrens and Adults.

- Along with the PSW have responsibility for the provision of professional leadership and support to qualified and registered social workers to ensure that their practice uses strengths based approaches which maximise independence and focus on well-being.
- Ensure that the Council identifies and delivers best social worker practice.

Director of Adult Social Services (DASS)

Act as the Council's DASS with responsibilities for professional leadership and operational delivery of adult social services, including for people when they are most disadvantaged and vulnerable, and their families and carers. This will be undertaken within the local care and health (and the wider council, criminal justice and community and economic) system.



. The following legislation shapes the role of the DASS:

- The Care Act 2014
- The Mental Capacity Act (2005) and Deprivation of Liberty Safeguards shape care and health and wider public services in the area to promote the inclusion and rights of disabled and older people
- Leading and championing the voice of people needing social care by engagement with them, shaping, influencing and implementing policy
- Meeting essential needs for care and support
- Market shaping and continuity: commissioning effectively and ensure the availability and quality of services that people want in order to be in control of their lives.
- Safeguarding adults needing care and support: from abuse or neglect when doctors are considering compulsory treatment or admission to psychiatric hospital when people lack capacity to decide and may be restricted of their liberty

Financial and resources management - to manage within resources, including fair charging policies and to advocate for a fair share for adults needing care and support In order to fulfil these responsibilities

#### **Key service related duties include:**

- Ensure that the adult care learning disabilities, autism, safeguarding, DoLs (LPS) and mental health aspects of all corporate and service decisions are considered, and having overall decision making responsibility for ensuring consistent and high quality outcomes related to adult care services in relation to these services.
- Deal with complex and contentious issues in relation to adult care services in relation to learning disabilities, autism, safeguarding, DoLs (LPS) and mental health.
- Ensure that adult care services in relation to learning disabilities, autism, safeguarding, DoLs (LPS) and mental health are designed to deliver the council's vision, values and priorities in the business plan with the community of Wiltshire placed firmly at the centre of this vision.
- Facilitate and enable transformational change across the organisation through timely and relevant activities and interventions.
- Lead the development, delivery and on-going review and communication of adult care processes, policies and strategy in relation to learning disabilities, autism, safeguarding, DoLs (LPS) and mental health aligned with the vision of the council and the priorities and aims of the business plan.
- Lead and provide oversight of the work of the service areas ensuring the setting of targets, identification of priorities, succession management and performance management.

#### **Professional responsibilities of this post:**

- Lead role as "Responsible Individual" for Wiltshire Council under the Care Standards Act.
- Lead role to ensure adherence to the Care Act (2014) which introduced a universal duty to prevent, reduce and delay needs arising for everyone living within a local authority area.
- Director of Adult Social Services

Dimensions				
Type of budget	Direct	Indirect	Responsibility	Amount / Cost
Operational budgets	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Direct service budget	£64m approx.
Council Revenue budget	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Contributory impact on spend	£876m (gross budget)
Staffing			Employees directly managed will be senior management teams each responsible for significant resources and operational/strategic service delivery	
<p>Please describe any national performance standards or statutory/legal responsibilities applicable to this role:</p> <p>Statutory role of Director of Adult Social Services (DASS)</p>				

Person Specification
<p>In addition to the qualifications, knowledge, and skills required for roles at this level, this role requires:</p> <ul style="list-style-type: none"> <li>• Social Work or Occupational Therapy professional qualification</li> <li>• Postgraduate degree in management is desirable or equivalent management experience</li> <li>• Evidence of post qualification personal and professional continued development.</li> <li>• Substantial experience of managing operational adult care services in a large and diverse organisation.</li> <li>• A knowledge and understanding of commissioning and its role in adult social care operations.</li> </ul>



## Supporting information

Driving classification	
<p><b>Occasional driver</b> A valid UK driving licence is not required. Occasionally may need to travel to different locations in order to undertake the duties of the role.</p>	<input type="checkbox"/>
<p><b>Regular Driver</b> Must hold a valid UK driving licence (with no more than 6 penalty points) and have access to either their own car or a pool car in order to undertake the duties of the role unless other forms of transport are available and viable to perform the role, including public transport. Or a reasonable adjustment has been agreed.</p>	<input checked="" type="checkbox"/>
<p><b>Required Driver</b> Must hold a valid UK driving licence (with no more than 3 penalty points) and will drive a vehicle supplied by the Council in order to undertake the duties of the role.</p>	<input type="checkbox"/>
<p>Employees should refer to the Corporate Driving at Work policy for further information.</p>	

Political restriction	
<p>This role is politically restricted. The job holder is not permitted to undertake political activity involving standing for election as a member of parliament, as an MEP, as a member of the Scottish or Welsh Parliaments. The job holder is furthermore not permitted to canvas on behalf of a political party or a person who is already, or who seeks to be, a candidate. In addition, they may not speak to the public or publish any written or artistic work that could give the impression they are advocating support for a political party</p>	<input checked="" type="checkbox"/>
<p>This role is not politically restricted</p>	<input type="checkbox"/>

Professional fees and related occupational costs	
<p>As part of this role, or to support professional development, the job holder is required to be a member of a professional body or association. The job holder is responsible for payment of all professional fees, memberships, registrations or subscriptions and no reimbursement or contribution towards these will be provided by the council</p>	<input checked="" type="checkbox"/>
<p>This role does not have any professional or occupational membership requirements</p>	<input type="checkbox"/>

Clearances – Disclosure & Barring Service (DBS)	
<p>This role will be engaged in 'regulated activity' providing specific services relating to children or vulnerable adults and is subject to a Disclosure from the Disclosure and Barring Service.</p>	<input checked="" type="checkbox"/>
<p>This role is exempt from the Rehabilitation of Offenders Act 1974 and will require an <b>Enhanced</b> DBS check before appointment can be confirmed.</p>	<input type="checkbox"/>
<p>This role is exempt from the Rehabilitation of Offenders Act 1974 and will require a <b>Standard</b> DBS check</p>	<input type="checkbox"/>
<p>The role requires a <b>Basic</b> DBS check to check for convictions and cautions that are considered to be unspent under the terms of the Rehabilitation of Offenders Act 1974.</p>	<input type="checkbox"/>
<p>This role is not subject to a Disclosure from the Disclosure and Barring Service in order to undertake the duties of the role.</p>	<input type="checkbox"/>

<b>Clearances – Baseline Personnel Security Standard (BPSS)</b>	
This role requires access to the UK government Public Services Network (PSN) and is subject to a BPSS check	<input type="checkbox"/>
This role is not subject to a BPSS check	<input checked="" type="checkbox"/>

<b>Clearances – Non-Police Personnel Vetting (NPPV)</b>	
This role requires working in partnership with the police, and/or having access to Police related systems and is subject to a NPPV check at <b>level 2*</b> . (*regular access to police premises and police information, intelligence and financial or operational assets. Occasional access to those deemed 'secret').	<input type="checkbox"/>
This role requires working in partnership with the police, and/or having access to Police related systems and is subject to a NPPV check at <b>level 3*</b> (*regular unsupervised access to police premises and/or access to police information and/or information systems and/or hard copy material either on police premises or by remote access up to "secret" level. A level 3 includes a check on you, your spouse/partner, co-residents, and all family members).	<input type="checkbox"/>
This role is not subject to a NPPV check	<input checked="" type="checkbox"/>

<b>Safeguarding</b>	
For all roles within Children's Services. Wiltshire Council is committed to safeguarding and promoting the welfare of children, young people and vulnerable adults and all staff are expected to share this commitment. You will be expected to report any concerns relating to the safeguarding of children, young people or vulnerable adults in accordance with agreed procedures. If your own conduct in relation to the safeguarding of children, young people or vulnerable adults gives cause for concern, the council's agreed child protection/vulnerable adults protection procedures will be followed.	<input type="checkbox"/>
For all roles within Adult Social Services. Wiltshire Council is committed to safeguarding and promoting the welfare of vulnerable adults and all staff working for the council are expected to share a commitment to this. You will be expected to report any concerns relating to the possible abuse of a vulnerable adult in accordance with the agreed interagency safeguarding adults' procedures. If your own conduct in relation to the safeguarding of vulnerable adults gives cause for concern, the council's agreed interagency safeguarding adults' procedures will be followed, alongside implementation of the council's disciplinary procedure. The job holder is accountable for their safeguarding of vulnerable adult responsibilities to their line manager.	<input checked="" type="checkbox"/>
For all other roles within the council. Wiltshire Council is committed to safeguarding and promoting the welfare of children, young people and vulnerable adults and all staff are expected to share this commitment. You will be expected to report any concerns relating to the safeguarding of children, young people or vulnerable adults in accordance with agreed procedures. If your own conduct in relation to the safeguarding of children, young people or vulnerable adults gives cause for concern, the council's agreed child protection/vulnerable adults protection procedures will be followed.	<input type="checkbox"/>

## ROLE PROFILE

<b>Job family</b>	<b>Leadership</b>
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<b>Role profile number and grade</b>	<b>L2</b>
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### Role purpose:

<p>Roles at this level are responsible for the corporate management of a wide range of major council services or a significant statutory function (with delegated powers), with responsibility for setting the vision, strategic policy direction and leadership, as well as having accountability for operational management and financial control.</p> <p>Roles at this level have a significant responsibility for fulfilling long term business plan priorities with full accountability to deliver these and to resolved conflict of priority</p> <p>Directors are part of the Council's Extended Leadership Team and support the Cabinet and Corporate Leadership Team to achieve the aims and desired outcomes of the Council.</p> <p>Roles at this level provide tactical, strategic and operational advice and recommendations to the Chief Executive and Corporate Directors, Cabinet Member, elected Members and relevant committees in respect of the services and functions within their area of responsibility</p> <p>Roles at this level report to a Corporate Director or to the Chief Executive.</p>
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<b>Factor</b>	<b>Relevant Job Information</b>
Indicative qualifications	<p>Degree in a subject relevant to the role or able to demonstrate equivalent knowledge, skills and experience.</p> <p>Relevant professional qualification at a post graduate level</p> <p>Licence / certificate / qualification where required for statutory role</p> <p>Management qualification or equivalent experience</p> <p>Programme management qualification or able to demonstrate equivalent knowledge, skills and experience</p>
Knowledge, skills and experience	<p>Roles at this level require self sufficiency in a technical or specialised field gained through wide experience of concepts/principles, wide exposure to complex practices and authoritative command of operations and functions. This includes:</p> <ul style="list-style-type: none"> <li>• Expert functional knowledge and/or providing significant advice with impact across the council.</li> <li>• A broad knowledge and understanding of the services impacted by the service/function and across the council</li> <li>• Proven extensive senior management experience of managing a range of services and functions at a corporate strategic level</li> <li>• Substantial experience in both strategic and operational management across a range of services and functions within a large and complex organization</li> <li>• Substantial understanding of the council's people strategy to ensure effective workforce development in order to achieve service and council wide objectives</li> <li>• Experience of working in a political environment and managing political challenges to the direction of the function or services.</li> <li>• Substantial understanding of local government and the local, regional and national context</li> <li>• Substantial understanding and experience of delivering services that impact on the local community and partner organisations, and managing challenges to the direction of these services</li> <li>• Ability to deliver and support successful cultural and organisational change programmes with impact across the council</li> <li>• Effectively handling challenging &amp; complex situations which have wide ranging impact and reputational risk for the Council</li> <li>• Leadership of high profile innovative projects which have wide ranging impact and</li> </ul>

	<p>reputational risk for the Council</p> <ul style="list-style-type: none"> <li>• Significant budget management experience across a range of services and functions.</li> </ul>
<p>Accountability for Budget</p>	<p>Roles at this level have a major impact/effect on the overall results of the organisation and Wiltshire communities, encompassing a substantial portion of the organisations' income, expenditure or resources.</p> <p>The nature of the impact of the role is contributory with significant impact and influence in advising or facilitating services for use by senior management in taking decisions across the council including impacting upon Wiltshire communities and partner organisations.</p> <p>Leads a senior management team across a range of service areas and functions, each responsible for significant resources and operational/strategic delivery.</p> <p>Delegated budget lead to monitor and control the budget of significant council service(s), a range of major functions or a statutory function.</p> <p>Will have influence on significant expenditure across council, partner services and Wiltshire communities</p> <p>Impact on whole council gross budget (spend) circa £872 million</p> <p>Impact on partner organisations budgets and the economy of Wiltshire</p> <p>County population is around 470K</p>
<p>Problem solving</p>	<p>Roles at this level will be responsible for setting major functional policies and/or determining the direction and overall shape of a major function or range of services. Through the senior management team will influence the development of major policies that impact across the whole of the council, and on Wiltshire communities and partner organisations.</p> <p>Directs/sets the direction through senior management the implementation of required corporate change in the service/functional area, across the council, Wiltshire communities and/or partner organisations</p> <p>Directs/sets the direction of the development and implementation of service/function strategies and make a significant contribution to the development of corporate strategies and business plans</p> <p>Sets the direction for the design, development and implementation of complex solutions within the identified area which serve the council's vision, goals and core values, involving the application of significant council resources across the council, Wiltshire communities and/or partner services</p> <p>Sets new standards for innovation in the commissioning and delivery of services</p> <p>Maintain the integrity of the service/function and culture of continuous improvement, ensuring increased functional capacity across the council and partner organisations.</p> <p>Pro-actively identifying corporate, and service risks, and ensure action is taken to mitigate these</p>
<p>Nature of contacts</p>	<p>Directly or through nominated senior management team, direct and oversee all activities of the services and functions, and more widely across the council, Wiltshire communities and partner organisations.</p> <p>Influence, advise and make recommendations to members, chief executive, directors, heads of service and equivalent levels in external bodies, private sector and partner organisations regarding complex situations that have high risk and reputational impact across the council.</p> <p>Work with other public bodies and other relevant partners/organisations to support Wiltshire's communities, through services and activities that address local concerns and that foster social capital and 'resilient communities'</p> <p>To represent the council and co-ordinate policy and practice on a local, regional and national scale</p> <p>Manage relationships with key stakeholders and delivery partners including consultation on complex political / strategic / commercial issues that have high risk and reputational impact across the council, Wiltshire communities and partners</p> <p>Provide service/functional direction, expertise, advice and support often in response to complex issues across the council, Wiltshire communities and partners including external stakeholders and suppliers etc.</p> <p>Sponsor and lead working groups and project teams, likely to be cross service/council/partners or external at a regional or national level.</p> <p>Engage with stakeholders to seek and explore innovative opportunities for collaborative working within and across function, services, Wiltshire communities and/or with partners</p> <p>Establish and lead partnership working with internal / external services / organisations and liaise with national bodies.</p> <p>Managing complex situations which can be contentious and have the potential to cause significant reputational issues for the council.</p>

Additional duties	Postholders are required (subject to the provisions of the Working Time Regulations) to work the hours that are necessary to do the job, including evening and weekend work and attendance at meetings out of office hours. This includes being on standby or call out to respond to emergency situations.
Our Identity	<p><a href="#">Our Identity</a> sets out who we are and provides a shared understanding of how we are all expected to lead, work and act with each other, our partners and our residents to deliver our services and build stronger communities. They enable us to continually evolve and adapt to meet the changing needs of our residents and ensure that we continue to deliver great services and make a difference to the people of Wiltshire.</p> <p>All of us are expected to demonstrate the ten elements of <a href="#">Our Identity</a> in how we work to shape and create the organisation we want to be part of. It should influence our decisions, activities, projects and ways of working</p>
Health & Safety	To be responsible for managing services in line with the council's health, safety and welfare policies
Equalities	Wiltshire council is committed to ensuring employees do not discriminate against colleagues, suppliers or third parties at work or harass or victimise others. Incidents of discrimination at work are taken seriously and employees are encouraged to report incidents via their manager or anonymously via <a href="#">the whistleblowing policy</a> .
Authority to work in the UK	All employees must have the legal authority to work in the UK. Non-EU nationals must have the relevant approval to work in the UK from the UK Border Agency. Copies of all documents provided as proof of identity are retained for our records, by providing these proofs the council will treat this as consent.

The above profile is intended to describe the general nature and level of work performed by employees in this role and does not detail a list of all duties and responsibilities. The Council reserves the right to amend this role profile as necessary

## ROLE DESCRIPTION

<b>Role description:</b>	Director of Procurement and Commissioning
<b>Role profile family:</b>	Leadership
<b>Number of posts:</b>	1
<b>Role profile number and grade:</b>	LSL2-2094
<b>Service/Team:</b>	Commissioning
<b>Reports to:</b>	Chief Executive Officer and CCG Chief Officer

### Job Context

Directors are responsible for the corporate management of a range of major council services or a statutory function, providing strategic policy direction and leadership, operational management and financial control. They support the cabinet and corporate leadership team, to achieve the aims and desired outcomes of the council, Wiltshire community and partners.

In this role you will be a Deputy Chief Officer as defined in the Local Government and Housing Act 1989 and referred to in the Localism Act 2011. This means that you will support the Chief Executive in the overall corporate management of the Council. Part 3 of the constitution is the scheme of delegation that sets out the responsibility for functions and decision making that also apply to the role of Director.

### Job Purpose

**As a member of the senior leadership team you are expected to:**

- Work jointly with the whole senior leadership team and in support of the Corporate Leadership Team to achieve the council's priorities and goals, contributing to the wider strategic long-term development of the Council and the implementation of the Council's business plan.
- Ensure all elements of Our Identity are embedded across your services so that they are focused on making a difference and delivering the best outcomes for our residents.
- Ensure service structures are developed based on customer/resident needs and that services are developed and delivered to meet emerging and revised council priorities and re-defined customer expectations.
- Ensure effective financial and operational management of all services and functions within your areas of responsibility and take joint responsibility as part of the senior leadership team for delivering the whole council budget and savings, taking a corporate and joined up approach alongside robust and reliable service financial management.
- Ensure effective partnership and stakeholder relationships across all services and functions within your areas of responsibility.
- Ensure service planning is shaped by and takes into account the council's key strategic plans and manage service performance through the accountability of your senior management team, allocation of resources, management of risks, and strong, inspirational leadership.

- Ensure a whole council approach is taken to corporate parenting.
- Directing the service response in the event of an emergency

**As a director you are expected to:**

- Work jointly with chief executive officers, the Chief Accountable Officer of the CCG and other directors to achieve the council's priorities and goals;
- Develop effective partnership and collaborative working in order to develop and achieve the council and CCG's vision;
- Manage service performance through the accountability of your senior management team, allocation of resources, management of risks, and strong, inspirational leadership;
- Develop an innovative and commercial approach across the council and CCG, and within your specific service areas;
- Lead continuous improvement and transformation of your services using systems thinking or other evidence based principles around customer/client purpose;
- Take joint responsibility as part of the leadership team for delivering the whole council and CCG budget and any required savings, taking a corporate and joined up approach.

**Key duties include:**

- Develop relationships both internally and externally to maximise opportunities for collaboration and integration;
- Ensure service planning is shaped by, and takes into account the council and CCG's key strategic plans including:
  - The business plan
  - The financial plan (MTFS) and annual budget
  - The people strategy
  - The digital strategy
  - The local plan
- Provide advice and recommendations to the wider corporate leadership team of the Council and CCG, elected Members and CCG Board Members on significant policy decisions or complex and contentious matters within your service areas and areas of expertise;
- Contribute to the corporate management of the strategic risks facing the council and the CCG;
- Represent the council and CCG on commissioning at regional/national level within your services areas and areas of expertise;



- Promote and exemplify robust decision making which is open, inclusive, flexible and responsive;
- Grow an outstanding workforce with a can-do attitude, supported through clear career paths and development linked with robust talent and performance management;
- Embed a culture that places customers first, adopts a can-do approach and focuses on good outcomes in our communities;
- Drive the council's and CCG's staff engagement culture and demonstrate the behaviours expected across the organisation;
- Ensure a whole council approach is taken to corporate parenting.

**Service areas** which are the responsibility for this post are:

#### Procurement

- Set the strategic procurement vision in consultation with key stakeholders, and delivering it through effective policies, processes and procedures. This will include securing complete and accurate data surrounding procurement from requisition to contracting and payment.
- Lead the strategic procurement hub in to provide key operational services to ensure it meets the needs of the whole organisation and business plan priorities.
- Be responsible for the Councils governance arrangements on commercial process and effectiveness to deliver value for money on the Councils contractual activities

#### Strategic Commissioning - adults

- In partnership with operational services provide an integrated approach to the strategic commissioning of adult services across statutory agencies, voluntary and independent sectors, that is creative and solution focused, to ensure that a comprehensive and equitable range of high quality and value for money responsive and efficient health and social care are available.
- Work with the CCG and public health to commission integrated, creative, value for money services for people with mental health problems and learning disabilities.
- Ensure that services are commissioned to meet evidenced need with a focus on prevention and community resilience.
- To receive the advice from the Head of Strategic Procurement, as technical lead for the Council, on the process of procurement activity for the whole of the Council and take the necessary action to intervene where required.

#### Strategic Commissioning - children

- In partnership with operational services ensure a co-ordinated approach to the strategic commissioning of children's services within the council and the CCG, ensuring that a comprehensive range of high quality and value for money services are in place to improve the well-being and life chances of Wiltshire's children and young people.
- Ensure the development and implementation of agreed multi-agency care pathways, working collaboratively with a range of services to achieve this.

#### Strategic Commissioning – across both services



- Lead on developing and managing the market to ensure a sustainable, diverse market to meet the needs of the population of Wiltshire. Developing a positive and productive relationship with providers and stakeholders.
- Ensure an integrated approach with procurement and operational services to deliver value for money, high quality services across adults, childrens and health services, based on need.

**Key service related duties include:**

- To ensure that the procurement and commissioning aspects of all corporate and service decisions are considered, and having overall decision making responsibility for ensuring consistent and high quality processes related to families and children’s and council adult services.
- Dealing with complex and contentious issues in relation to procurement and commissioning across services.
- Ensure that the council and CCG’s approach to commissioning is designed to deliver the council and CCG’s vision, values and priorities with the community of Wiltshire placed firmly at the centre of this vision.
- To facilitate and enable transformational change through timely and relevant activities and interventions.
- Lead the development, delivery and on-going review and communication of the council and relevant CCG’s commissioning strategies, aligned with the vision of the council and CCG, and the priorities and aims of the business plan.
- Lead and provide oversight of the work of the service areas ensuring the setting of targets, identification of priorities, succession management and performance management.

**Statutory responsibilities of this post:**

N/A

Dimensions				
Type of budget	Direct	Indirect	Responsibility	Amount / Cost
Service budgets	<input checked="" type="checkbox"/>	<input type="checkbox"/>		£76.3m Approx.
Staffing budget	<input checked="" type="checkbox"/>	<input type="checkbox"/>		£6m Approx
Council Revenue budget	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Contributory impact on spend	£876m
Staffing			Employees directly managed will be senior management teams each responsible for significant resources and operational/strategic service delivery	

<b>Dimensions</b>				
<b>Type of budget</b>	<b>Direct</b>	<b>Indirect</b>	<b>Responsibility</b>	<b>Amount / Cost</b>
<p>Please describe any national performance standards or statutory/legal responsibilities applicable to this role:</p> <p>N/A</p>				

<b>Person Specification</b>
<p>In addition to the qualifications, knowledge, and skills required for roles at this level, this role requires:</p> <ul style="list-style-type: none"> <li>• Postgraduate degree in management or equivalent experience, knowledge and skills;</li> <li>• Experienced commissioner in social care or related discipline;</li> <li>• Evidence of excellent relationship management skills with providers and stakeholders;</li> <li>• Evidence of post qualification personal and professional continued development;</li> <li>• Substantial experience of leading on procurement and commissioning in a large and diverse organization.</li> </ul>

## Supporting information

Driving classification	
<p><b>Occasional driver</b> A valid UK driving licence is not required. Occasionally may need to travel to different locations in order to undertake the duties of the role.</p>	<input type="checkbox"/>
<p><b>Regular Driver</b> Must hold a valid UK driving licence (with no more than 6 penalty points) and have access to either their own car or a pool car in order to undertake the duties of the role unless other forms of transport are available and viable to perform the role, including public transport. Or a reasonable adjustment has been agreed.</p>	<input checked="" type="checkbox"/>
<p><b>Required Driver</b> Must hold a valid UK driving licence (with no more than 3 penalty points) and will drive a vehicle supplied by the Council in order to undertake the duties of the role.</p>	<input type="checkbox"/>
<p>Employees should refer to the Corporate Driving at Work policy for further information.</p>	

Political restriction	
<p>This role is politically restricted. The job holder is not permitted to undertake political activity involving standing for election as a member of parliament, as an MEP, as a member of the Scottish or Welsh Parliaments. The job holder is furthermore not permitted to canvas on behalf of a political party or a person who is already, or who seeks to be, a candidate. In addition, they may not speak to the public or publish any written or artistic work that could give the impression they are advocating support for a political party</p>	<input checked="" type="checkbox"/>
<p>This role is not politically restricted</p>	<input type="checkbox"/>

Professional fees and related occupational costs	
<p>As part of this role, or to support professional development, the job holder is required to be a member of a professional body or association. The job holder is responsible for payment of all professional fees, memberships, registrations or subscriptions and no reimbursement or contribution towards these will be provided by the council</p>	<input type="checkbox"/>
<p>This role does not have any professional or occupational membership requirements</p>	<input checked="" type="checkbox"/>

Clearances – Disclosure & Barring Service (DBS)	
<p>This role will be engaged in ‘regulated activity’ providing specific services relating to children or vulnerable adults and is subject to a Disclosure from the Disclosure and Barring Service.</p>	<input type="checkbox"/>
<p>This role is exempt from the Rehabilitation of Offenders Act 1974 and will require an <b>Enhanced</b> DBS check before appointment can be confirmed.</p>	<input type="checkbox"/>
<p>This role is exempt from the Rehabilitation of Offenders Act 1974 and will require a <b>Standard</b> DBS check</p>	<input type="checkbox"/>
<p>The role requires a <b>Basic</b> DBS check to check for convictions and cautions that are considered to be unspent under the terms of the Rehabilitation of Offenders Act 1974.</p>	<input type="checkbox"/>
<p>This role is not subject to a Disclosure from the Disclosure and Barring Service in order to undertake the duties of the role.</p>	<input checked="" type="checkbox"/>

<b>Clearances – Baseline Personnel Security Standard (BPSS)</b>	
This role requires access to the UK government Public Services Network (PSN) and is subject to a BPSS check	<input type="checkbox"/>
This role is not subject to a BPSS check	<input checked="" type="checkbox"/>
<b>Clearances – Non-Police Personnel Vetting (NPPV)</b>	
This role requires working in partnership with the police, and/or having access to Police related systems and is subject to a NPPV check at <b>level 2*</b> . (*regular access to police premises and police information, intelligence and financial or operational assets. Occasional access to those deemed 'secret').	<input type="checkbox"/>
This role requires working in partnership with the police, and/or having access to Police related systems and is subject to a NPPV check at <b>level 3*</b> (*regular unsupervised access to police premises and/or access to police information and/or information systems and/or hard copy material either on police premises or by remote access up to "secret" level. A level 3 includes a check on you, your spouse/partner, co-residents, and all family members).	<input type="checkbox"/>
This role is not subject to a NPPV check	<input checked="" type="checkbox"/>
<b>Safeguarding</b>	
For all roles within Children's Services. Wiltshire Council is committed to safeguarding and promoting the welfare of children, young people and vulnerable adults and all staff are expected to share this commitment. You will be expected to report any concerns relating to the safeguarding of children, young people or vulnerable adults in accordance with agreed procedures. If your own conduct in relation to the safeguarding of children, young people or vulnerable adults gives cause for concern, the council's agreed child protection/vulnerable adults protection procedures will be followed.	<input checked="" type="checkbox"/>
For all roles within Adult Social Services. Wiltshire Council is committed to safeguarding and promoting the welfare of vulnerable adults and all staff working for the council are expected to share a commitment to this. You will be expected to report any concerns relating to the possible abuse of a vulnerable adult in accordance with the agreed interagency safeguarding adults' procedures. If your own conduct in relation to the safeguarding of vulnerable adults gives cause for concern, the council's agreed interagency safeguarding adults' procedures will be followed, alongside implementation of the council's disciplinary procedure. The job holder is accountable for their safeguarding of vulnerable adult responsibilities to their line manager.	<input checked="" type="checkbox"/>
For all other roles within the council. Wiltshire Council is committed to safeguarding and promoting the welfare of children, young people and vulnerable adults and all staff are expected to share this commitment. You will be expected to report any concerns relating to the safeguarding of children, young people or vulnerable adults in accordance with agreed procedures. If your own conduct in relation to the safeguarding of children, young people or vulnerable adults gives cause for concern, the council's agreed child protection/vulnerable adults protection procedures will be followed.	<input type="checkbox"/>