



Cambridgeshire
County Council



JOB DESCRIPTION FORM

Job Title:

Executive Director of People Services

(Shared post across Peterborough City Council and
Cambridgeshire County Council)

Job Holder:**Reports to:
(Name & Title)**

Matt Gladstone – Chief Executive, PCC

Stephen Moir – Chief Executive, CCC

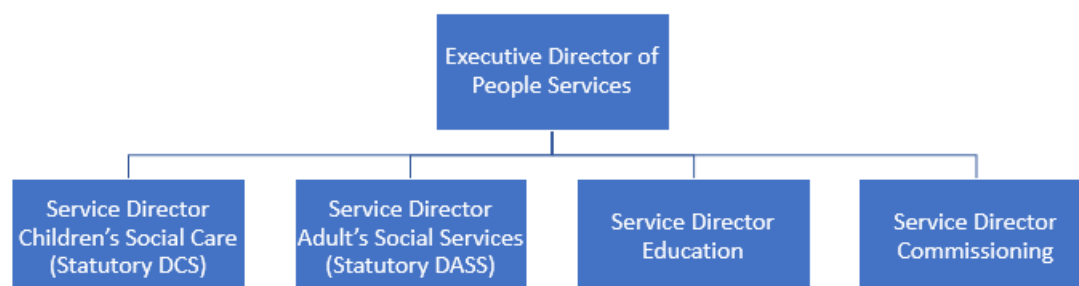
1. Job Purpose:

A Shared Executive Director of Peterborough City Council (PCC) and Cambridgeshire County Council (CCC) and core member of both Council's Corporate Leadership Team (CLT), this role takes collective and shared responsibility for the effective leadership and corporate management of both Councils' services and delivery of improved outcomes and the achievement of value for money.

To lead, develop, manage and direct services relating to adult and children's social care, social commissioning and education across Cambridgeshire and Peterborough upper tier councils, being responsible for:

- The professional leadership, strategy and effectiveness of local authority people services
- Ensuring the commissioning, provision and delivery of services which safeguard and address the needs of all vulnerable adults, children and young people
- Leading Integrated commissioning and delivery with partner agencies; particularly health and the police (locally and regionally)
- Responsible for leading and managing strategy, commissioning and the delivery of people services across Cambridgeshire County Council and Peterborough City Council.
- Responsible for the integrated commissioning and delivery arrangements for adult, children and education services as part of the Cambridgeshire and Peterborough Integrated Commissioning Service and Integrated Commissioning Partnerships with Health and other partners.
- Representing Cambridgeshire and Peterborough Councils as voting member of the Integrated Care Board and ensuring effective system leadership as a key part of the Cambridgeshire and Peterborough Integrated Care System.

2. Organisation:



The role is a Tier 2 post reporting directly to the Chief Executives and is a full member of the Councils' Corporate Leadership Team.

The role has several distinct areas of operation as noted:

- Adult Social Services
- Commissioning
- Children's Social Care
- Education

3. Leadership and Collaboration:

Provide clear, compelling and inspiring leadership to the Council contributing to the delivery of the Council's Purpose, Strategic Priorities, communicating a clear vision and purpose to positively engage others, internally and externally.

Ensure a leading contribution to the development and delivery of the Council's Corporate Strategy, Medium Term Financial Strategy and Workforce Plan. Actively understand the challenges faced by colleagues across the organisation to be able to effectively support all CLT colleagues to deliver their objectives as well as those of the whole council.

Create a high-performance culture by providing strong and motivational leadership to drive continuous improvement, efficiency savings and higher levels of satisfaction for residents of the County. Actively promote the council's priorities and ways of working and the Council's values and behaviours to ensure they are delivered throughout the organisation.

Personally role model and take responsibility for ensuring an effective approach to corporate parenting and safeguarding of vulnerable people is embedded in areas of responsibility.

Develop and implement effective communication and engagement arrangements with service users, stakeholders, communities and partnership agencies to facilitate effective relationships that drive improvements in service delivery.

Lead the development and maintenance of strong and strategic relationships with key external stakeholders in the public, private and community and voluntary sectors, to optimise opportunities for delivering services in partnership wherever this would generate improved outcomes, effectiveness, or efficiency.

Ensure that the Council is able to specifically influence, work with and achieve collaborative benefits and investments, in partnership with the Cambridgeshire and Peterborough Combined Authority, NHS Cambridgeshire and Peterborough Integrated Care System and the Greater Cambridge Partnership and District and City Councils.

As a Senior Responsible Officer (SRO) or Sponsor of major programmes and projects of change and delivery, ensuring effective programme and project management approaches are applied, ensuring delivery to time, budget and plan, managing risks and issues dynamically and ensuring benefits planned are realised.

To perform the role of 'on-call' Executive Director as part of the rota for local resilience and business continuity arrangements.

As a member of CLT, at times, you should expect to deputise for the Chief Executive.

4. Governance:

Fully understand and uphold the Constitution, Scheme of Financial Delegation and Contract Procedure Rules of the Council and ensure that they are followed throughout the directorate as well as that effective strategy, policy and resource considerations are at the heart of decision making so that services are delivered as efficiently and effectively as possible.

Support the democratic process, providing advice to elected members on the appropriate response to local, regional, national, and international matters as well as the internal business of the Council.

Champion and lead effective management of risk and the active response to audit findings in relation to service delivery and be jointly accountable with others in CLT for the corporate risk register and corporate risk framework of the Council.

Ensures the Council fulfils its duties in relation to standards, complaints, and scrutiny, to maintains an open culture of transparency, accountability, and ownership, taking responsibility for mistakes, putting them right and learning lessons for future improvement.

Act to protect and improve the overall reputation of the Council, representing the Council at appropriate local, regional, and national forums and in the media, as required.

To promote, preserve and protect the health, safety and wellbeing of councillors, employees, service users, contractors, and partners in the provision of Council services, ensuring that the provisions of all relevant legislation are achieved, such as the Health and Safety at Work Act 1974.

5. Innovation:

Champion innovation by being open minded to new and radical ways to deliver services, actively seeking out good practice from others to learn from to develop our own service design and delivery.

Promote a culture of continuous improvement by encouraging colleagues to share ideas, take appropriate risks, and recognising innovation.

Champion and embed a performance and quality assurance culture that delivers results through rigorous open challenge, personal accountability, and continuous improvement.

6. Equality, Diversity and Inclusion:

Promote an organisational culture that is positive, safe, respectful, and compassionate, as well as open to change and feedback enabling everyone to feel empowered and valued.

Act at all times in ways that create an inclusive environment where people can thrive and be empowered to do their best. Role model good behaviour and practice and proactively seek ways to ensure staff feel valued and develop a sense of belonging.

Demonstrate awareness of the diverse needs of our residents to inform the decisions made about the services we deliver and ensuring a robust approach to equality impact assessments and their application to employment, service delivery and policy development.

7. Finance:

The post holder is directly responsible for a gross budget for this directorate:

- Cambridgeshire £275,588m
- Peterborough £108m

8. Staffing:

The staffing numbers across the teams fluctuate, and some posts are filled on a temporary basis, but the headcount across the councils are: -

Peterborough 1108
Cambridgeshire 2510

The post holder will have 5 direct reports. Four Service Directors and a Business Manager.

9. Principal Accountabilities / Responsibilities:

- As the Councils' identified lead for People Services and integrated commissioning and delivery of people related services to advise the Chief Executives, Corporate Leadership Teams, Leaders of the Council, relevant Lead Members/Cabinet Members or Committee Chairs/Vice Chairs on strategies, plans and performance of all the People Services across both councils.
- Lead on the design, development, commissioning, delivery and improvement of People Services.
- Nominated executive lead and voting director for Integrated Care System/Integrated Care Board arrangements. Ensuring the Councils' accountabilities and responsibilities are executed within joint commissioning and delivery arrangements; including safeguarding vulnerable adults and children, delivery of outcomes and financial accountabilities and responsibilities.
- Lead the Multi-Agency Safeguarding Executive and direct the safeguarding business unit. Drive the delivery of safe services, practices and professionals standards for children's and adult services.

- Lead the integration agenda and ensure the development, commissioning and delivery of multi-agency strategies and plans for:
 - Children with special educational, disabilities and complex needs (SEND)
 - Pre-birth – 5 (Best Start in Life)
 - Adolescents
- Responsible individual for children's respite and residential care homes.
- Manage the statutory inspection processes to deliver effective relationships, improving outcomes and ratings for all services.
- Ensure effective and robust governance arrangements for people services.
- Develop and deliver annual directorate and financial business plans, ensuring sufficient budget to deliver statutory services and transformation programmes to deliver savings and manage demand.
- Provides strategic leadership for the design, development and delivery of an effective workforce strategy for children's and adult social care, encompassing both direct and commissioned services and ensuring market sustainability and viability and the development of a sustainable, professional and highly motivate social care and health workforce.
- To work with both Chief Executives to lead and be responsible for the Councils' People Services Commissioning Strategy.

10. Areas of Responsibility:

- To provide strategic and corporate leadership to People Services, advising the Chief Executives, Corporate Leadership Teams, Leaders of the Councils, relevant Lead Members/Cabinet Members or Committee Chairs/Vice Chairs and Opposition Members on the strategies, plans and performance of all the People Services across both councils.
- Ensure the development and application of robust and effective governance arrangements for People Services across both councils and in partnership environments.
- Development, commissioning, and delivery of People Services; including as part of the Integrated Care System and Integrated Care Board and other multi agency arrangements.
- Multi-Agency Safeguarding Executive.
- Statutory Inspections and improvement activities.
- Business Planning and financial management.

11. Key Relationships:

Managers (2 x Chief Executives – PCC & CCC)

- 1:1 meetings monthly.
- CLT meetings weekly.
- Extended Leadership Team meetings
- Annual Performance Conversation and mid-year review.
- Regular e-mail, telephone and personal contact and ad hoc meetings as required.

Direct reports

- 1:1 meetings monthly.
- Directorate management team meeting fortnightly.

- Regular e-mail, telephone, personal contact and ad hoc meetings as required.

Other contacts

- Committee Chairs/Cabinet and other Members (Chair and Members of scrutiny panels/Committees and Ward/District Members)
- Executive Directors
- Service Directors and senior officers
- Other local authorities
- Public, private and third-party sector partnerships and providers
- Regular contact with a range of regional and government officers, including those from DfE, DHSC, Home Office, DLUHC, Youth Justice Board, CQC and Ofsted in relation to national strategic developments, performance assessment, and inspection and regulatory functions.

12. Decision Making Authority:

This post:

- Takes all strategic and operational decisions relating to the business and statutory framework of the division without reference to each Chief Executive, who is kept informed of high-profile matters as appropriate.
- Informs and/or consult both Chief Executives about all politically sensitive and complex matters relating to the business of the division.
- Takes responsibility for the development of strategic business and financial plan for the directorate in the context of a collaborative corporate and departmental planning framework.
- Takes responsibility for the financial decisions within the overall budget directorate and corporate standing orders and financial regulations.
- Makes recommendations to each Chief Executive in relation to strategic policy and planning of the division, defining priorities, and developing plans in response to those priorities.
- Contributes to the strategic development of the Directorate and the Councils as a member of both Corporate Leadership Teams.
- Extensive and significant decision-making authority at an operational, strategic and financial level - most aspects of the role are autonomous (within statutory and policy constraints).
- Wide ranging delegations set out within the Constitution and Schemes of Delegation, and the ability to make decisions on behalf of the Chief Executive's as authorised, in their absence.

13. Person Specification

Essential qualification

- Qualified to degree level or with equivalent compensating senior leadership experience.
- A relevant professional qualification in healthcare, social care or education.
- Evidence of continuous professional and leadership skill development.

Desirable qualification

- A relevant Postgraduate Level qualification or equivalent and/or relevant compensating experience at a senior leadership level.

- Professional Qualification and/or registration – relevant to the requirements of the role.

Knowledge / Experience

Significant and successful experience of:

- Working at a strategic level within a large and complex organisation with comparable scope, responsibilities, budget, and resources.
- Providing balanced strategic advice and guidance in a political setting.
- Leading the delivery of public services with competing priorities and demands often outside of the Council's direct control.
- Operating within a multi-agency delivery model with multiple partners and stakeholders.
- Leading transformational change and creating innovative service models, particularly in response to the demands of an organisation that is undergoing a radical transformation and modernisation.
- Delivering complex projects that have a high degree of external facing challenge and ensuring delivery on time and within budget and outcomes.
- Leading and contributing to strategic decision making, resource allocation and to policy formulation and delivery, adopting a problem-solving culture.
- Delivering creative and innovative solutions to improve the use of resources and achieve value for money across an organisation.
- Establishing a robust performance culture including effective performance measures, evaluation of service quality and the improvement of service delivery to achieve the Council's objectives
- Leading, managing and developing employees to sustain high levels of service delivery, recognising and developing talent.
- Developing and nurturing positive and constructive working relationships with a wide range of customers, stakeholders, and partners, maintaining a positive personal and organisational profile.
- Extensive experience of the preparation, management, and control of budgets for a large, complex organisation, ensuring prioritising and targeting of resources to achieve maximum value for money and income generation.

Role specific:

- Thorough understanding of the principal responsibilities and key challenges facing local government in the provision and management of people services and social services particularly in the effective commissioning of these services
- An in depth understanding and commitment to safeguarding and the issues involved in tackling inequalities and disadvantage.
- Good knowledge of best practice methodologies, local, regional, and national policy developments, and stakeholder knowledge to enable effective collaboration arrangements.
- Extensive experience and proven track record at senior management level of commissioning and delivery of people services including social care services and wide corporate management responsibilities at a senior level including financial responsibilities for large and complex budgets.
- Extensive experience of leading integrated commissioning and delivery in health and/or social care services
- Experience of managing shared services and cross functional project working.
- Extensive experience of the preparation, management, and control of budgets for a large, complex organisation, ensuring prioritising and targeting of resources to achieve maximum value for money and income generation and maintaining customer care.

- Extensive experience of developing and delivering savings plans and transformational programmes of work to manage demand and drive down costs.

Skills

Ability to demonstrate:

- A comprehensive understanding of the current issues and challenges facing local government as well as the statutory framework governing the sector.
- Skills in understanding and responding to different perspectives and taking a cross-organisational approach, gained by working in a political or similarly challenging environment.
- Proven business acumen and an entrepreneurial mindset to lead the strategic delivery of services and maintain a focus on always obtaining best value for money balanced against the difficult and sensitive challenges faced.
- Ability to lead, develop and sustain effective team, partnership and multi-agency working through strong effective advocacy, influencing and negotiating skills.
- Skills to provide creative solutions to complex problems together with high level analytical, presentational and communication skills.
- Ability to establish and sustain positive relationships that generate confidence, ability, and trust.
- Highly developed influencing and negotiation skills to operate at a strategic professional and political level, locally and nationally.
- Understanding of the barriers to organisational and cultural change and the commitment to being a catalyst for change.

Role specific:

- High intellectual and analytical abilities; able to assimilate and analyse information quickly, identifying issues, priorities and solutions and using effective models, techniques and resources to resolve issues.

14. Additional Information:

Framework:

The Directorate works within a complex statutory framework for delivering integrated services to people across two local authorities

Environment

- The post holder will need to operate in two political environments with different political groups – being aware of and considering political considerations when giving advice yet always remaining politically neutral.
- The post holder will be required to advise the Administrations (particularly Cabinet members/ Committee Chairs) on how to achieve their priorities, yet also be able to provide advice to opposition groups as to how to challenge should they wish to do so. This requires careful handling to ensure all groups maintain confidence in the team's impartiality.
- As the Councils change shape and their available resources / budgets reduce, it is a constant challenge firstly to be able to continue to deliver services, but also to ensure that the Councils are legally compliant in the services that it is able to deliver with reduced resources, avoiding legal challenge as far as possible.

Political Restriction

This post is politically restricted under the Local Government and Housing Act 1989, as amended by the Local Democracy, Economic Development and Construction Act 2009 and the post holder may not have any active political role either in or outside work.