

CHIEF OFFICER EMPLOYMENT PANEL

Thursday, 22nd March, 2012
at 3.30 pm

PLEASE NOTE TIME OF MEETING

Council Chamber - Civic Centre

This meeting is open to the public

Members

Councillor Smith (Chair)
Councillor Hannides
Councillor Letts
Councillor Moulton
Councillor Parnell
Councillor Rayment
Councillor Dr R Williams

Contacts

Democratic Services Manager
Sandra Coltman
Tel 023 8083 2718
Email: sandra.coltman@southampton.gov.uk

Head of Legal, HR and Democratic Services
Richard Ivory
Tel 023 8083 2794
Email: richard.ivory@southampton.gov.uk

PUBLIC INFORMATION

Role of the Chief Officer Employment Panel

The appointment of Chief Officers in accordance with the Council's Officer Employment Procedure Rules.

Public Representations

At the discretion of the Chair, members of the public may address the meeting about any report on the agenda for the meeting in which they have a relevant interest.

Smoking policy – the Council operates a no-smoking policy in all civic buildings.

Mobile Telephones – please turn off your mobile telephone whilst in the meeting.

Southampton City Council's Seven Priorities

- More jobs for local people
- More local people who are well educated and skilled
- A better and safer place in which to live and invest
- Better protection for children and young people
- Support for the most vulnerable people and families
- Reducing health inequalities
- Reshaping the Council for the future

Fire Procedure – in the event of a fire or other emergency a continuous alarm will sound and you will be advised by Council officers what action to take.

Access – access is available for the disabled. Please contact the Democratic Support Officer who will help to make any necessary arrangements.

Dates of Meetings: Municipal Year 2011/12

Meetings of the Panel are convened as and when required.

CONDUCT OF MEETING

Terms of Reference

The terms of reference of the Audit Committee are contained in Article 8 and Part 3 (Schedule 2) of the Council's Constitution.

Business to be discussed

Only those items listed on the attached agenda may be considered at this meeting.

Rules of Procedure

The meeting is governed by the Council Procedure Rules as set out in Part 4 of the Constitution.

Quorum

The minimum number of appointed Members required to be in attendance to hold the meeting is 3.

Disclosure of Interests

Members are required to disclose, in accordance with the Members' Code of Conduct, **both** the existence **and** nature of any "personal" or "prejudicial" interests they may have in relation to matters for consideration on this Agenda.

Personal Interests

A Member must regard himself or herself as having a personal interest in any matter

- (i) if the matter relates to an interest in the Member's register of interests; or
- (ii) if a decision upon a matter might reasonably be regarded as affecting to a greater extent than other Council Tax payers, ratepayers and inhabitants of the District, the wellbeing or financial position of himself or herself, a relative or a friend or:-
 - (a) any employment or business carried on by such person;
 - (b) any person who employs or has appointed such a person, any firm in which such a person is a partner, or any company of which such a person is a director;
 - (c) any corporate body in which such a person has a beneficial interest in a class of securities exceeding the nominal value of £5,000; or
 - (d) any body listed in Article 14(a) to (e) in which such a person holds a position of general control or management.

A Member must disclose a personal interest.

Continued/.....

Prejudicial Interests

Having identified a personal interest, a Member must consider whether a member of the public with knowledge of the relevant facts would reasonably think that the interest was so significant and particular that it could prejudice that Member's judgement of the public interest. If that is the case, the interest must be regarded as "prejudicial" and the Member must disclose the interest and withdraw from the meeting room during discussion on the item.

It should be noted that a prejudicial interest may apply to part or the whole of an item.

Where there are a series of inter-related financial or resource matters, with a limited resource available, under consideration a prejudicial interest in one matter relating to that resource may lead to a member being excluded from considering the other matters relating to that same limited resource.

There are some limited exceptions.

Note: Members are encouraged to seek advice from the Monitoring Officer or his staff in Democratic Services if they have any problems or concerns in relation to the above.

Principles of Decision Making

All decisions of the Council will be made in accordance with the following principles:-

- proportionality (i.e. the action must be proportionate to the desired outcome);
- due consultation and the taking of professional advice from officers;
- respect for human rights;
- a presumption in favour of openness, accountability and transparency;
- setting out what options have been considered;
- setting out reasons for the decision; and
- clarity of aims and desired outcomes.

In exercising discretion, the decision maker must:

- understand the law that regulates the decision making power and gives effect to it. The decision-maker must direct itself properly in law;
- take into account all relevant matters (those matters which the law requires the authority as a matter of legal obligation to take into account);
- leave out of account irrelevant considerations;
- act for a proper purpose, exercising its powers for the public good;
- not reach a decision which no authority acting reasonably could reach, (also known as the "rationality" or "taking leave of your senses" principle);
- comply with the rule that local government finance is to be conducted on an annual basis. Save to the extent authorised by Parliament, 'live now, pay later' and forward funding are unlawful; and
- act with procedural propriety in accordance with the rules of fairness.

AGENDA

Agendas and papers are now available via Southampton Online at
www.southampton.gov.uk/council/meeting-papers

1 APOLOGIES AND CHANGES IN MEMBERSHIP

To receive any apologies.

2 MINUTES OF THE PREVIOUS MEETING

To approve and sign as a correct record the minutes of the Chief Officer Employment Panel held on 24th January 2012 and to deal with any matters arising, attached.

3 APPOINTMENT OF INTERIM DIRECTOR OF ADULT AND SOCIAL CARE AND STATUTORY DIRECTOR OF ADULT SOCIAL SERVICES (DASS)

Report of the Chief Executive seeking approval to interim appointment of the Director of Adult Social Care and statutory role of Director of Adult Social Services.

Wednesday, 14 March 2012

HEAD OF LEGAL, HR AND DEMOCRATIC SERVICES

This page is intentionally left blank

CHIEF OFFICER EMPLOYMENT PANEL
MINUTES OF THE MEETING HELD ON 24 JANUARY 2012

Present: Councillors Smith (Chair), Barnes-Andrews, Fitzhenry, Letts, Moulton, Parnell and Dr R Williams

Apologies: Councillor Hannides and Rayment

5. **APOLOGIES AND CHANGES IN MEMBERS**

The Panel noted the resignation of Councillors Hannides and Rayment, and the appointment of Councillors Barnes-Andrews and Fitzhenry in place thereof in accordance with the provisions of Council Procedural Rule 4.3.

6. **MINUTES OF THE PREVIOUS MEETING**

RESOLVED that the minutes of the Chief Officer Employment Panel held on 20th June 2011 be approved and signed as a correct record.

7. **EXCLUSION OF THE PRESS AND PUBLIC**

RESOLVED that in accordance with the Council's Constitution, specifically the Access to Information Procedure Rules contained within the Constitution, the press and public be excluded from the meeting in respect of any consideration of the confidential appendix 2 referred to in minute 8 below.

Confidential appendix 2 contains information deemed to be exempt from general publication based on Category 3 of paragraph 10.4 of the Council's Access to Information Procedure Rules. It is not considered to be in the public interest to disclose this information because it would prejudice the financial and business affairs of the authority in its commercial and contractual dealings with third parties including other public bodies.

8. **JOINT APPOINTMENT WITH ISLE OF WIGHT COUNCIL OF A DIRECTOR OF ENVIRONMENT**

The report of the Chief Executive was submitted seeking approval to further investigate the shared services agenda by appointing a joint Director of Environment (copy of report circulated with agenda and appended to signed minutes).

RESOLVED

- (i) that the vision for a shared service be endorsed and a Joint Director of Environment be appointed under such arrangements as the Chief Executive considers appropriate;
- (ii) that a Joint Chief Officer Employment Panel with Isle of Wight Council be set up for this purpose with 3 City Council Members appointed to it;
- (iii) that the draft Job Description and Person Specification attached at appendix 1 to the report be approved in principle but that the Chief Executive be delegated authority to finalise detailed roles and responsibilities and;
- (iv) that Members be kept informed of progress on a regular basis.

This page is intentionally left blank

Agenda Item 3

DECISION-MAKER:	CHIEF OFFICER EMPLOYMENT PANEL
SUBJECT:	APPOINTMENT OF INTERIM DIRECTOR OF ADULT AND SOCIAL CARE AND STATUTORY DIRECTOR OF ADULT SOCIAL SERVICES (DASS)
DATE OF DECISION:	22 MARCH 2012
REPORT OF:	CHIEF EXECUTIVE
STATEMENT OF CONFIDENTIALITY	
None	

BRIEF SUMMARY

To agree the joint working arrangements with Portsmouth City Council in respect of an interim appointment of the Director of Adult Social Care and statutory role of Director of Adult Social Services.

RECOMMENDATIONS:

- (i) that the Job Description and Person Specification for the Director of Adult Social Care and DASS as attached at appendix 1 be agreed;
- (ii) that the current Director of Social Services at Portsmouth City Council, Margaret Geary, be appointed as interim Director and DASS for an initial period of 6 months from 1st April 2012 and that the Chief Executive be delegated to extend this period until April 2013 if these interim arrangements demonstrate satisfactory progress;
- (iii) that the Head of Legal, HR and Democratic Services be delegated authority to enter into both an agreement under S.113 Local Government Act 1972 and such other agreements as are necessary and appropriate to give effect to this arrangement.

REASONS FOR REPORT RECOMMENDATIONS

1. It is a statutory requirement under the Social Services Act 1970 for each unitary authority to appoint a Director of Social Services. In light of the forthcoming retirement of the current Director an interim arrangement needs to be put in place by 1st April 2012. Negotiating have taken place with Portsmouth City Council to share the role on an interim basis.

DETAIL (Including consultation carried out)

2. The national Health and Social Services Reforms progressing towards full implementation by April 2013, present some significant challenges for Local Government. In Southampton, these challenges include:
 - Preparing new approaches to address the introduction of personalised budgets for residents receiving care packages.
 - Preparing for future growth in demand for adult social care services, set to rise faster than projected rises in budgets.
 - Planning for new working arrangements with Southampton's

developing Clinical Commissioning Group.

- Planning for new partnership working with Health providers who will require Foundation Trust status by April 2013.
- Integrating Public Health by April 2013
- Introducing an effective Health and Well-Being Board.

(i) The reform of the National Health Service has reached a crucial mid-way point, with Southampton's local Primary Care Trust (PCT) being replaced by an interim 'cluster' arrangement for south Hampshire (SHIP cluster). These changes have seen many of the Southampton-experienced PCT senior management leaving the region, and the influx of other NHS senior managers from the wider southern region.

(ii) The emergence of Southampton's Clinical Commissioning Group (CCG), a requirement of national government policy, is entering its final year of shadow development in order to become a fully capable commissioning group of local General Practitioners by April 2013.

3. There is much that potentially links the Health and Social Care agendas, including commissioning and service delivery. Southampton City Council has embarked on an assessment of the opportunity to integrate commissioning across all its social services and health. The potential benefits of this approach are to seek to optimise the buying-power of commissioned services, and to reduce their complexity, duplication and delivery costs.
4. Southampton City Council (SCC) and Portsmouth City Council (PCC) have much in common in responding to the Health and Adult Social Care challenges (and opportunities) presented by these reforms; throughout recent developments our two councils have continued to work closely and build upon a positive relationship.
5. In late 2010, SCC and PCC established a 'Memorandum of Understanding' which identified a common, mutual desire to identify and develop appropriate opportunities for joint working. This potential has been developed recently, to bring forward the current proposal for a shared Director of Adult Social Care for an interim period no longer than April 2013, commencing with an initial 6 month period.

PROPOSAL

6. The current Director, Health and Adult Social Care, Penny Furness-Smith retires on 31st March 2012. Her decision to retire at that point presents a number of options for SCC other than the conventional approach of recruiting a permanent replacement. In the current rapidly developing environment of Health and Adult Social Care, it is felt that recruiting a permanent Director would be inappropriate at this time given the prospect of potentially significant changes to the very structure of joint services with Health within the next 12 – 18 months. It is felt that the following options would be preferable in this current situation:

- Recruit an interim Director from the wider market.
 - Establish a shared arrangement for a Director with PCC
7. Consideration of these options of course depended on PCC's response to the possibility of establishing an interim shared Director post: PCC received this initial proposal very positively and discussions have advanced at Chief Executive and Director level to the current position where, subject to the Chief Officer Employment Panel's decision, Portsmouth City Council's Director for Adult Social Care, Margaret Geary, is ready and positively disposed to commencing in this interim position from 31st March 2012.
 8. It is believed that this arrangement is significantly preferable to securing an interim Director from the wider market as whilst we are confident that this latter approach would secure an appropriately qualified individual as a qualified Director of Adult Social Services (DASS), it is unlikely that such an interim individual would have any recent (if any at all) experience of Southampton and the region, nor of current developments – at a point where local and regional knowledge is important. Further, the cost of securing an interim in post full-time would exceed our available budget for the post, and would result in either an estimated 3 or 4-day per week interim being secured – or an unplanned increase in budget. However the principle benefit of this proposal to appoint the interim shared Director, Health Adult Social Care, would be having a DASS who is experienced at a local and regional level, one who has worked not only with Southampton City Council as a colleague in Adult Social Care for many years but one who is also closely acquainted with senior Health 'cluster' colleagues and with Southampton City Council's main aims and opportunities in developing a future approach to joint working with Health. Further, the appointment of the Portsmouth City Council DASS as the shared interim Director is supported by colleagues in Health as an appropriate step in the current circumstances.
 9. Should this proposal be adopted by the Chief Officer Employment Panel, the appointment will commence from the date of Penny Furness-Smith's retirement. In the intervening weeks, the opportunity will be taken for a very full handover period, to ensure that Margaret is fully-informed across the Directorate's accountabilities.
 10. The aim during the 12 months through to April 2013 will be to identify the most appropriate option for future HASC service delivery, considering a number of appropriate options. One of those options will be of a merged directorate of Children's and Adults' Services. This was envisaged as the most appropriate option in March 2011, with the anticipated establishment of a Families and Communities directorate under a single director from April 2012. The decision was taken not to implement this option 2011 as the major agenda of change in the reforms to Health, Adult Social Care and Public Health requirement stability and management, and to allow some time to explore other potential options for joint-working with Health and other Local Authorities. Those potential options emerged in late 2011/12 and the decision

was therefore taken to fully consider all appropriate future options in the light of these new developments, before planning changes to existing arrangements. The shared Director HASC will lead on the evaluation of the most appropriate option for Southampton City Council.

11. Operational management will continue as before within HASC; the interim Director HASC will provide a clear management reporting line, and represent the statutory position of DASS. The Director will join the Management Board of Directors, and the Leadership Group. As a shared post, the Director will operate on '5-day fortnights' in terms of anticipated location and focus on the role.
12. This report sets out the developments that have been made in respect of exploration of joint working arrangements between Southampton City Council and the Isle of Wight Council in line with the Leader's and Chief Executive's statements of 13th September 2011, and subsequent Cabinet report of 24th October 2011. The 13th September statements to the media and to staff, made clear that :
"against a backdrop of unprecedented financial challenges, our two authorities are exploring genuine opportunities for joint working".
13. As a result of progress in discussions between the two authorities, it is proposed that a joint Director of Environment post be established from April 2012, by entering into a formal agreement between both Councils with appropriate break clauses. At the end of these periods, both Councils will review the position and will determine either to continue the role as permanent, or to revert to individual, separate roles. A request is now made for authorisation to recruit to the shared post and to establish for this purpose a joint politically proportionate employment sub committee in the form of a Chief Officer's Employment Panel (COEP).

RESOURCE IMPLICATIONS

Capital/Revenue

14. This interim arrangement is not driven by immediate a financial objective, however the appointment will be at a total lower cost than currently budgeted

Property/Other

15. None.

LEGAL IMPLICATIONS

Statutory Power to undertake the proposals in the report:

16. Under section 113 of the Local Government Act 1972, provision is made for a council to enter into an agreement with another local authority for the placing at the disposal of the latter for the purpose of their functions on such terms as may be provided by the agreement, of the services of officers employed by the former and subject to due consultation with any officers affected by such a proposal. The 'disposal' is by way of a secondment agreement which means that Portsmouth City Council remains the employer but allows for the appointed individual to act as an officer for Southampton City Council.
17. In accordance with the requirements of section 113 of the Local Government

Act 1972 and more widely within employment law, it is necessary to have undertaken due consultation with any affected staff prior to such an arrangement being established as well as to pay due regard to the employment rights with regards to eligibility to any such new post by way of a ring-fenced arrangement in respect of any appointment arrangements.

Other Legal Implications:

- 18. The agreement setting out the secondment arrangements will likely include arrangements for the appointment, terms of service, performance management and operational requirements of the authorities in relation to this appointment.

POLICY FRAMEWORK IMPLICATIONS

- 19. None.

AUTHOR:	Name:	Alistair Neill, Chief Executive	Tel:	023 8083 2417
	E-mail:	Alistair.neill@southampton.gov.uk		

SUPPORTING DOCUMENTATION

Non-confidential appendices are in the Members’ Rooms and can be accessed on-line

Appendices

1.	Draft Job Description and Person Specification
----	------------------------------------------------

Documents In Members’ Rooms

1.	None
----	------

Integrated Impact Assessment

Do the implications/subject/recommendations in the report require an Integrated Impact Assessment to be carried out.	No
----------------------------------------------------------------------------------------------------------------------	----

Other Background Documents

Title of Background Paper(s)	Relevant Paragraph of the Access to Information Procedure Rules / Schedule 12A allowing document to be Exempt/Confidential (if applicable)
------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------

1.	None	
----	------	--

Integrated Impact Assessment and Other Background documents available for inspection at:

WARDS/COMMUNITIES AFFECTED:	None
------------------------------------	------

This page is intentionally left blank

Job Description

SOUTHAMPTON CITY COUNCIL

JOB DESCRIPTION

JOB TITLE: Interim DIRECTOR, HEALTH & ADULT SOCIAL CARE.

ACCOUNTABLE TO: Chief Executive

A. Corporate Accountabilities

The key corporate accountabilities include the following areas:

1. Strategic & Corporate Contribution

As a member of the Management Board of Directors:

- contribute to the strategic development of the city and focus of the authority;
- manage a 'portfolio' of strategic assignments identified within the city strategy;
- propose, lead and drive, initiatives that will enable the council, as a whole, to respond to issues of current, or likely future, concern to the city or its citizens;
- contribute to the development, implementation, monitoring and roll forward of medium-term plans;
- contribute to effective Value For Money programmes and reviews.

2. Community Focus

As an effective and influential ambassador for the Council, act as a focus for community and other external contacts.

Promote, develop and maintain effective partnerships with community groups, other service providers, other local authorities, and Government to promote the city and address local and regional strategic issues.

3. Member / Officer Interface

Work with Members to assist them to determine and deliver core values towards specific services. Convert policy direction and statutory plans into service-specific strategy and action.

4. Organisational Role

In those areas assigned to the Director:

- provide leadership and guidance for the managers of units, divisions or groups setting business performance standards for managers and reviewing their performance;
- review, develop and maintain an effective and efficient organisation structure capable of responding to change and delivering responsive and cost effective services;
- communicate effectively the Council's values and decisions and the views of the Executive Board;
- ensure the core values and direction are disseminated and applied throughout the whole organisation;
- promote, through the performance management process, an organisational culture that achieves good communication and effective employee development and training;
- ensure that:
 - service managers exercise good financial management practice consistent with corporate financial regulations and standards
 - divisions and services work within allocated budgets
 - the council's financial strategy is taken into account by services and within strategic assignments.

B. Purpose of the job

1. To provide strategic leadership within Southampton City Council and discharge all the statutory responsibilities of the Director of Adult Social Services.
2. To extend the Health & Adult Social Services leadership role to embrace leadership of the Council's relationships with the NHS, health and well-being, Later Years Partnership, prevention and to contribute to corporate leadership of community cohesion and well-being in Southampton.
3. To evaluate options for future delivery of Health and Adult Social Care services, and report back to the Management Board and the Chief Executive on the appropriate recommended approach: these options to consider opportunities to reduce cost, improve efficiency and increase value for money, within the context of a consistent quality of service; it is recognized that these options will consider new ways of working with Health partners and with other local authorities.
4. To develop, with the Director of Children's Services and Learning and the Director of Public Health, a comprehensive leadership function for a City-wide preventive model of health and well-being, while extending the Council's leadership role in integrated adult health and social care commissioning.

5. As Director, to work with the Management Board of Directors, the Chief Executive and Councillors in driving forward the strategic and transformational agenda set by Cabinet ensuring that all customers receive high quality, value for money services.
6. To carry out the Director of Adult Social Services responsibilities, duties and obligations identified in Section 6 Local Authority Social Services Act 1970.
7. To undertake proper officer roles as laid down in the Council's constitution.
8. 'Horizon scan and plan' and, with the Chief Executive, lead on the council's response to strategic, cross cutting issues to ensure the council is best positioned to meet future challenges.
9. To ensure that Public Health is fully integrated into the Council through line management within HASC, and that Public Health's priorities are appropriately input into Council plans and priorities.
10. Identify and drive the necessary changes to culture and practice to take forward the strategic and transformational agenda and ensure that appropriate structures are set, implemented and maintained.
11. Build and lead successful joint working arrangements and partnerships with other Councils, internal and external service providers, and regional and local agencies to deliver high quality, cost effective services.
12. Ensure resources are deployed effectively to meet corporate and service performance priorities.
13. To provide Senior Managers with sponsorship of the projects they are delivering and appropriate line management support.
14. To develop a positive model of valuing staff, effective communication and engagement, a 'healthy' organisational culture and high personal commitment and motivation on the part of all staff to achieve the best possible outcomes for our customers.
15. To ensure that all employees are aware of the aims, objectives and achievements of the Council and the standards of behaviour and performance expected.
16. To manage and maintain a coherent framework of performance management which ensures that Senior Managers lead, inspire and develop their staff to perform to the best of their abilities to achieve corporate objectives and performance management standards.
17. To develop and maintain constructive relationships between the Council and other local authorities, central government, the business and industrial sector and principal community and voluntary organisations and agencies.

18. To ensure the Council is able to demonstrate compliance with all policies and procedures, and robust management of health and safety, equal opportunities, customer care, emergency and business continuity planning, security and work standards.
19. To avoid/manage any conflicts which may arise as a result of the strategies, policies and activities of the Council and its political leadership.
20. To be the responsible director for the development and delivery of comprehensive, strategic commissioning for adults care services across the City.
21. To be responsible for the development of sustainable multi-agency relationships that facilitate the achievement of agreed outcomes, priorities and targets.
22. To undertake any such duties and responsibilities determined by the Chief Executive commensurate with the nature of the post.

SOUTHAMPTON CITY COUNCIL

PERSON SPECIFICATION

JOB TITLE: INTERIM DIRECTOR, HEALTH & ADULT SOCIAL CARE

1. EDUCATION

The position requires the post holder to have attained relevant professional, academic and managerial qualifications appropriate to the role.

2. COMPETENCIES

The post holder must have the ability to:

- promote the city and region, locally, nationally and internationally for the benefit of its community and commercial sector;
- communicate and work in partnership with the local community, Elected Members, employees, others agencies and organisations recognising the need to respond, with sensitivity, to conflicting community priorities and limited resources;
- recognise, formulate and implement strategic issues and objectives across service boundaries and develop a clear vision of how they can be addressed;
- contribute to effective, productive and harmonious working relationships between Elected Members and officers, and with non-Executive Board members of NHS trusts; understand and apply political judgement in the context of a public service ethos;
- motivate and inspire employees, developing their commitment and loyalty to the council's aims and values by persuasion and example;
- provide the impetus for progressive, continuous improvement across service areas;
- promote a positive image of the authority and the NHS to disadvantaged groups; ensuring the effective implementation and maintenance of the council's initiatives and policies in the field of equality;

- negotiate and influence, where necessary with demonstrated impartiality, over a wide range of commercial and social issues;
- interpret and understand complex financial and budgetary issues and legislation;
- develop cost effective, value for money, services;
- develop the leadership role of the city council in civic governance beyond the council's formal statutory powers and responsibilities.

3. EXPERIENCE

The successful candidate will be able to provide evidence of experience relevant to each of the key competencies, notably in relation to:

- responsibility for the strategic management and focus of major services;
- acting as an effective and influential ambassador for the council, and as a focus for community and other external contacts;
- effective interface between Elected Members of the council and officers;
- performance management and the management of organisational change to deliver responsive and cost effective services;
- leading the directorate management team to ensure year on year improvements in the performance of the whole council;
- understanding the mechanisms needed to deliver statutory services within budget;
- understanding and having sympathy for cities and their potential.

4. SPECIFIC REQUIREMENTS RELATED TO THIS ROLE

The successful post holder must:

- be able to demonstrate underpinning personal values, attitudes and behaviour and a proven track record of commitment to a person-centred approach to adult social care.
- be able to demonstrate underpinning personal values, attitudes and behaviour and a proven track record of commitment to working effectively between a local government and the NHS and to have achieved positive outcomes for people and for the organisations.

- have a strong background in the values and practices of social care and/or health care. If only one of these, have demonstrable capacity to embrace the other.
- have had responsibility for complex operational delivery of adult social care and/or health services and the challenges associated.
- have a sound understanding, experience and proven capability in relation to adult social care and/or NHS finance and the resource management challenges associated. If only one of these, have demonstrable capacity to embrace the other.
- have a personal and professional style of approach to leadership and management which is open, engaging, purposeful and facilitative but also an ability to make, implement and sustain difficult decisions.

March 2012

This page is intentionally left blank