

Employment Committee – 18<sup>th</sup> October 2016  
Supplementary Information

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**Report of:** Chief HR Officer

**Report to:** Employment Committee

**Date:** 18 October 2016

**Subject:** Appointment of Deputy Director Integrated Commissioning and Chief Officer Health Partnerships

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|--|---|--|
| Are specific electoral Wards affected?<br>If relevant, name(s) of Ward(s):   | <input type="checkbox"/> Yes            | <input checked="" type="checkbox"/> No |
| Are there implications for equality and diversity and cohesion and integration?  | <input type="checkbox"/> Yes            | <input checked="" type="checkbox"/> No |
| Is the decision eligible for Call-In?  | <input type="checkbox"/> Yes            | <input checked="" type="checkbox"/> No |
| Does the report contain confidential or exempt information?<br>If relevant, Access to Information Procedure Rule number:<br><br>Appendix 3 is exempt under rule (10.4 (1) & (2)) | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No            |

## Summary of main issues

This report outlines the background to the recruitment to the posts of Deputy Director - Integrated Commissioning and Chief Officer - Health Partnerships.

The commissioning functions in Adult Social Care and our health and social care partnerships are critical aspects for developing a full portfolio of services for adults across Leeds.

The current role responsible for the commissioning function is filled on a temporary basis as is the Chief Officer Health Partnerships. Both roles were filled temporarily to allow time to develop future arrangements with partners in the city, particularly those in health.

Now these arrangements have been developed and to strengthen the joint working and integration within the health and social care system, the directorate wishes to recruit permanently to both roles. The Chief Officer, Commissioning has been revised and re-designated to Deputy Director Integrated Commissioning and will be partly funded by Leeds North CCG. There has been no change in grade for either role.

The report outlines the recruitment stages for the post.

## Recommendations

The Employment Committee is asked to:

- Agree to the recruitment of the post of Deputy Director, Integrated Commissioning and Chief Officer, Health Partnerships.
- Following the interview and selection process make recommendations for appointments.

## **1 Purpose of this report**

- 1.1 This report outlines the reasons for the permanent recruitment to the roles of Deputy Director Integrated Commissioning (Dir 85%) and Chief Officer, Health Partnerships (Dir 70%).

## **2 Background information**

- 2.1 The health and social care world has been one of changing policies, vision and strategies to which Leeds has responded well. A key aspect of the Authority's response has been the effective delivery of commissioned services and strong partnership arrangements with the health, independent and voluntary sectors.
- 2.2 The "Better Lives for Leeds" strategy recognises the need to develop the care market so there are a range of different types of enterprises providing care and support and a greater range of health and well-being activities. It also recognises the need to develop and strengthen the health and well-being partnerships for people in the city.

## **3 Main issues**

- 3.1 Through effective commissioning, Leeds has helped develop the market within the city to ensure value for money and the delivery of effective outcomes. With deepening financial challenges, the time has now come to consider how to take forward our commissioning agenda in order to ensure that we are both maximising value for money and delivering improved outcomes.
- 3.2 The next stage of this has been to develop and enhance our joint working, especially with our health partners, developing a commissioning capacity which supports the increasingly integrated world of Health and Social Care and recognises the dependencies with each.
- 3.3 To reflect this joint working and strengthen partnerships and integration, the role of Chief Officer, Commissioning has been revised and re-designated as Deputy Director, Integrated Commissioning and Leeds North CCG will fund 25% of the post. The main focus of this role will be to support the Director of Adult Social Services (and in this case the Chief Officer of Leeds North CCG) in setting the purpose and strategic direction in relation to health and social care integrated commissioning.
- 3.4 The Chief Officer Health Partnerships will lead on the Health and Wellbeing agenda across the Partnership including Adult Social Care, Children's Services and Public Health. The role will be strategically responsible for the development and delivery of an agenda of city-wide change and the on-going service

development with partners within and external to the Council to improve the wellbeing of the population through an effective Health and Wellbeing Strategy.

- 3.5 The Job Descriptions for the posts are attached and have been evaluated in line with Leeds City Council's processes for JNC posts. (Appendix 1)
- 3.6 In view of the above, the Director has approved the appointment of Gatenby Sanderson to assist in the search and selection process. Gatenby Sanderson are specialists in senior public sector recruitment and have been used for a number of senior appointments in the Council.
- 3.7 The recruitment process is being coordinated by Human Resources. The post advert and the job description are attached as appendix 1. The process identifies the following steps:
- a. Closing date for expressions of interest in the role was 30<sup>th</sup> September 2016 with an Employment Committee for longlisting on 18<sup>th</sup> October 2016
  - b. Following longlisting, selected candidates will attend an Assessment Centre. Candidates will be assessed from the perspective of key stakeholders e.g.
    - service users
    - commissioners
    - providers
- 3.8 The outputs from the assessment centre will be reported to the Employment Committee for shortlisting in order to identify those candidates the Employment Committee wish to invite for the final interview. The date for this Committee is being arranged.

The candidate application details (appendix 3) will be sent under separate cover.

## **4 Corporate Considerations**

### **4.1 Consultation and Engagement**

- 4.1.1 The proposals contained in this report have been consulted on with the leadership of the Council and with key partners. The trade unions have been informed about these posts.

### **4.2 Equality and Diversity / Cohesion and Integration**

- 4.2.1 These posts have had an equality impact assessment. (Appendix 2)

### **4.3 Council policies and the Best Council Plan**

- 4.3.1 These posts will make a significant contribution to the Council's ambition to be the best city to grow old and the Better Lives programme, as well as developing partnerships in the city.

### **4.4 Resources and value for money**

- 4.4.1 The posts are established posts within the budget provision for 2016/17.

## **4.5 Legal Implications, Access to Information and Call In**

- 4.5.2 These posts are Member appointment given the reporting lines and will be recruited to in accordance with Officer Employment Procedure Rules.
- 4.5.3 The candidate information in the report is exempt. Appendix 3 relates to the personal details of candidates applying for employment within the authority and will be sent under separate cover.

It is considered that since this information relates to the personal details of candidates it is not in the public interest to disclose this information at this point in time.

Also it is considered that the release of such information would or would be likely to prejudice the Council's ability to recruit effectively to similar posts in the future.

It is therefore considered that this element of the report should be treated as exempt under Rule 10.4(1) and (2) of the Access to Information Procedure Rules.

## **4.6 Risk Management**

- 4.6.1 The commissioning and partnership functions in Adult Social Care are of strategic importance to the effective delivery of services both within the council and the health and social care market in Leeds. Failure to provide appropriate leadership and strategic direction in the next phase of transformation pose a significant risk.

## **5 Conclusions**

- 5.1 Members of the Employment Committee are asked to agree the content of this report.

## **6 Recommendations**

- 6.1 The Employment Committee is asked to:
  - 6.1.1 Agree to the recruitment of the posts of Deputy Director, Integrated Commissioning and Chief Officer, Health Partnerships.
  - 6.1.2 Following the interview and selection process make recommendations for appointments.

## **7 Background documents<sup>1</sup>**

- 7.1 N/A

## **Appendixes for the report**

Appendix 1 Advert, role profiles and role specifications

Appendix 2 Equality Screening reports

Appendix 3 Applications from candidates to be distributed under separate cover

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<sup>1</sup> The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.



## Deputy Director, Integrated Commissioning

Salary £91,899 to £101,088

## Chief Officer, Health Partnerships

Salary £75,681 to £83,249

Leeds wants to be the UK's best city. Everything we do is focused on achieving this. This means working collaboratively with all partners and we will be pooling resources, sharing funds and combining efforts to address the issues that hold back progress towards this goal.

The new **Deputy Director of Integrated Commissioning** will take a leading role across the city and will be a member of the leadership teams in adult social care and the Leeds North CCG. With three provider trusts and commissioners in health, numerous independent and third sector providers as well as a council in-house service, the commissioning and provision integration agenda in Leeds is complicated, sizeable and absolutely critical to delivering our health and wellbeing vision. This is a new role and reflects the increasing collaboration between health and social care, and the postholder will need to be a clear, credible, intelligent and respected voice at the table. Initially covering all adult social care commissioning functions and integrated commissioning for learning disabilities, mental health and dementia, this post signals the beginning of a more integrated approach. We are therefore looking for exceptional candidates who bring in depth knowledge of health, adult social care and integrated commissioning, with the ability to lead and manage a large agenda, shaping strategy, influencing partners and ensuring delivery for the people we support.

Our **Chief Officer, Health Partnerships** will be working with colleagues in adult services, children's services and public health and be responsible for the coordination of support to the Health and Wellbeing Board as well ensuring the successful implementation of new legislation. You will need to be visible and proactive (across the council and with our many partners), ensuring that our transformation programmes are connected and that communication is effective. Candidates will need experience of working in a multi-agency environment and be able to demonstrate excellent knowledge of the current agendas within adult social care and health. Above all, you must have the drive and determination to bring about change which will directly impact upon the way in which we serve older people and adults with health and care needs.

For more information please see [www.transformingleeds.com](http://www.transformingleeds.com) or talk to our advising consultant **Luke Judd (0113 205 6077)**. Closing date: **Friday 30 September 2016**.

GatenbySanderson



### MEDIACOM

**Job no:** GSe29178\_LeedsCC **Date:** 31.08.16  
**Client:** Gatenby Sanderson  
**Size:** 148x219 **Media:** MJ  
**Insertion date:** 08.09.16  
**Account Handler:** Bibbs **Operator (Set by):** Rachel

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Roles at this level support the Director of Adult Social Services (and in this case the Chief Officer of Leeds North CCG) in setting the purpose and strategic direction in relation to health and social care integrated commissioning. They initiate plans and policies and develop strategies that are aligned with Council and CCG priorities to ensure the professional development and delivery of highly effective services within the health and social care system which contribute to the achievement of the Council's and CCGs vision and strategic outcomes.

As part of the senior leadership team for both Adult Social Care and Leeds North CCG, roles at this level live and model values and behaviours to help the council to achieve the ambition to become the best city council in the country. They build strong and dynamic relationships and trust with politicians, CCG board members, partners, stakeholders, communities and external agencies to enhance profile and reputation.

| <b>Aspect</b><br>For roles at this level, you must be able to show you can...   | <b>Outcome</b> The result when all aspects are applied effectively   |
|---|--|
| <p><b>Know</b> - Appropriate professional qualification or equivalent in depth expertise and advanced knowledge gained through significant practical experience across the service area</p> <p>Maintain a comprehensive knowledge of local, regional and national issues, influencing health and social care policy and practice</p> <p>Understand the complexities of fostering and maintaining productive, strategic working relationships in a political, legal and regulatory environment.</p>  | <p>You use your knowledge and expertise to plan and develop strategies, plans and policies that achieve the highest levels and standards in the delivery of work across the entire health and social care system</p> <p>You influence the strategic direction of the service ensuring delivery of shared outcomes in the context of local, regional and national changes</p> <p>There is evidence of effective and successful working relationships with Directors, Chief Executives/Officers, Elected Members, CCG Board members, and partner organisations across the City, region and nationally.</p> |
| <p><b>Leadership &amp; strategic planning</b> – Build strong and dynamic relationships and trust locally, regionally and nationally, with politicians, partners, stakeholders and communities</p> <p>Lead the direction and ownership of shared objectives through the effective use of performance management processes ensuring delivery of required service or function standards.</p> <p>Lead and manage significant and high profile and system wide transformational change projects and programmes with impact across the health and social care system or within a major service area</p> | <p>There is evidence of effective partnership working across the organisation, with services, stakeholders and communities</p> <p>You demonstrate personal clarity of purpose and highly developed shared vision. Your planning and communication skills lead to high levels of performance within services and across partnerships and multi-agency teams.</p> <p>You build a climate of trust during periods of change, using leadership skills to generate positive support and energy for change proposals.</p>  |

|  |   |
|--|---|
| <p><b>Collaboration &amp; innovation</b> – Develop implement and evaluate innovative models of service delivery to meet the changing needs of stakeholders.</p> <p>Promote and develop opportunities to collaborate and share best practice with other council services, external partners, communities, the city, and region, and nationally to add value to the service.</p> <p>Engage with staff and stakeholders to shape service vision and relevant operational plans; agree priorities and objectives in line with the service plan and relevant corporate policies &amp; external legislation.</p> | <p>Services are successfully delivered with a focus on individual needs and outcomes</p> <p>You lead and develop ways of working that encourage and support understanding of, and engagement with, relevant citizens, communities or internal clients.</p> <p>There is evidence of highly effective collaboration and engagement leading to priorities and objectives being met</p> |
| <p><b>Problem solving &amp; decision making</b> – Provide specific business, technical, service area expertise in the Council / Leeds North CCG and for partner organisations; propose advice, recommendations and solutions</p> <p>Anticipate and influence emerging issues/changing context and develop strategies quickly to solve problems or seize opportunities</p>  | <p>You are committed to working and leading across boundaries with determination to integrate resources and work streams as needed and where beneficial</p> <p>Take highly complex issues requiring significant interpretation or extension of existing policies across diverse service areas and provide solutions in the medium and long term</p>                                 |
| <p><b>Deliver</b> – Influence and contribute to the wider issue of strategy development and prioritisation for both the city, the CCGs and the City Council. Deliver sustainable growth in a big city context</p> <p>Lead, influence and manage emerging and sometimes complex relationships across services, partnerships and external organisations</p>  | <p>Strategies are in place to deliver measurable and sustainable improvement in quality and service standards</p> <p>Value and use challenge and feedback from within and outside the service areas and organisation to continuously improve service provision</p>  |
| <p><b>Resource management</b> – Maximise the effectiveness of the workforce using workforce planning to inform development priorities</p> <p>Lead a culture of effective management of resources and budget, applying cost effective and flexible models that reduces costs, is responsive to organisational and national context and ensures the financial compliance and integrity of the managed area.</p>  | <p>Evidence of having provided direction and support to individuals and teams promoting a 'can do' attitude and an environment of continuous improvement</p> <p>Plans are in place to ensure that there is an efficient and sustainable use of resources, employees are effectively employed and budgets are maximised</p>  |

|  |   |                     |                    |
|--|---|---------------------|--------------------|
| <b><u>Job title:</u> Deputy Director – Integrated Commissioning</b>  |   | <b><u>Date:</u></b> | <b><u>Ref:</u></b> |
| <b><u>Job Purpose</u></b>  |   |                     |                    |
| <p>This post is part of both Leeds City Council's Adults Social Care Leadership Team and Leeds North CCGs Senior Management Team. It is jointly accountable to both organisations. The Deputy Director Integrated Commissioning will work with partners for example all Leeds CCG's, Leeds Community Healthcare Trust, Leeds Teaching Hospitals Trust, Leeds Partnership Foundation Trust, and local communities to ensure that every person in Leeds has the opportunity to have a healthy and fulfilling life. The Deputy Director Integrated Commissioning is jointly and directly responsible for ensuring there is a clinically-led coherent and comprehensive commissioning strategy in support of the Health and Wellbeing Board priorities, the Five Year Forward View, the Sustainability and Transformation Plan, the Better Lives Strategy and associated business plans to shape services based on citizen voice, citizens choice, quality, safety, parity of esteem and access supporting local, regional and national requirements, governance arrangements, standards and priorities.</p> |   |                     |                    |
| <b><u>Key Requirements</u></b>   |   |                     |                    |
| <ul style="list-style-type: none"> <li>• At least degree and qualification (reflecting health and or social care commissioning) or relevant experience together with significant leadership experience at a senior level within health and social care or relevant environment</li> <li>• Comprehensive knowledge and understanding of the legislative, strategic and policy context within which health and adult social care operate and the strategic issues facing integrated work.</li> <li>• Comprehensive knowledge and understanding of contracting and or commissioning in health and social care</li> <li>• Excellent communication skills with the ability to influence, negotiate and establish credibility for the service, to enhance its reputation, and to form positive relationships</li> <li>• Evidence of ability to make reasoned and logical decisions allied with high level organisational skills</li> </ul>   |   |                     |                    |
| <b><u>LCC Values</u></b>   |   |                     |                    |
| <b>Working as a Team for Leeds</b>   | <ul style="list-style-type: none"> <li>• Evidence of having provided direction and support to individuals and teams promoting a 'high performing' 'can do' attitude within a coaching style</li> </ul>  |                     |                    |
| <b>Being Open, Honest &amp; Trusted</b>  | <ul style="list-style-type: none"> <li>• Ensures citizens, officers, council members, CCG Board members and trade union representatives are provided with all relevant information ensure meaningful engagement and consultation to make decisions; learns from mistakes and seeks to promote continuous improvement and best practice</li> </ul> |                     |                    |
| <b>Working with Communities</b>  | <ul style="list-style-type: none"> <li>• Works effectively with a variety of partner organisations to deliver services; communicates and involves stakeholders and the wider community in new developments to encourage ownership and commitment</li> </ul>   |                     |                    |
| <b>Treating People Fairly</b>  | <ul style="list-style-type: none"> <li>• Recognise that everyone has an equally important part to play and values the diverse and vibrant nature of the city and all its citizens</li> </ul>  |                     |                    |

|   |   |
|---|---|
| <p>Spending Money Wisely</p>  | <ul style="list-style-type: none"> <li>• Strategic awareness of financial structures and funding arrangements of both NHS and local authority.</li> <li>• Manage a range of budgets and resources made available ensuring that resources are deployed to best effect providing value for money and are well monitored and controlled</li> </ul> |
| <p><b><u>Working Context</u></b></p>  |   |
| <ul style="list-style-type: none"> <li>• The role is primarily office based but post holders are expected to work flexibly both at home and at various locations across the City and region. Hours are worked mainly Monday to Friday, in accordance with the needs of the service; however the post holder will be expected to work regularly outside normal working hours, including attendance at evening / weekend meetings or events.</li> </ul> |   |
| <p>The role profile and specification are an outline only and may vary from time to time without changing the character of the job or level of responsibility</p>   |   |

People in roles at this level are responsible for the strategic leadership and direction and delivery of specific functions and services as appropriate.

Specifically the Chief Officer supports the Lead Member for Health, Wellbeing and Adults to promote and progress the Leeds Health and Wellbeing Strategy and the Chief Executive of Leeds City Council in their role to deliver the Sustainability and Transformation Plan for the city and region. The Chief Officer is accountable to the Director of Adult Social Care, on behalf of the partnership. They are strategically responsible for the leadership, development and co-ordination of a coherent agenda of city-wide change which is centred around supporting an effective health and wellbeing board. This role support ongoing service development with partners for continuous improvement of the wellbeing of the population through an effective Health and Wellbeing Strategy.

Working as part of the Best Council Leadership team; roles at this level live and model values and behaviours to help the council to achieve the ambition to become the best city council in the country and the best city in the UK.

| <b>Aspect</b>  | <b>Outcome</b> The result when all aspects are applied effectively  |
|--|---|
| For roles at this level, you must be able to show you...   |   |
| <p><b>Knowledge</b> – an appropriate professional qualification or equivalent and in depth diverse expertise with significant managerial/ practical experience across service areas</p> <p>Extensive knowledge of local, regional and national issues that influence the city and region and impact upon health and social care strategy, policy and practice.</p> <p>A thorough understanding of the economic, business, cultural and political environment within the city and region and the ability to give direction to changing programmes and priorities</p>  | <p>You use your knowledge and expertise to plan and develop strategies and frameworks to shape future service provision in partnership with others</p> <p>You identify links between societal and economic trends and anticipate emerging issues to influence the strategic direction and delivery of shared outcomes</p> <p>You understand the significance of building strong and dynamic relationships at all levels that build trust and enhance profile and reputation</p>   |
| <p><b>Leadership &amp; strategic planning</b> – Lead by example, cultivating strong relationships and effective joint working within the Council, politicians and with partners and stakeholders across the City, region and nationally</p> <p>Set and deliver complex change and transformational goals with broad perspectives and long term timelines, that impact across the health and social care system</p> <p>Develop innovative strategies that support the achievement of a high performing culture, where everyone can realise their potential and 'feel they count' and where there is a drive to deliver excellent service performance, planned outcomes, targets and objectives.</p> | <p>You develop and enhance public and private sector partnership relationships to help to bring the city together and to join up the approaches of different stakeholders</p> <p>You use a range of leadership styles which focus on achieving results, building trust and generating energy and support during periods of significant cross sector, services and system change</p> <p>You demonstrate visible and supportive leadership with excellent communication skills creating a climate of learning and improvement leading to high levels of performance and improved outcomes</p> |

|  |   |
|--|---|
| <p><b>Collaboration &amp; innovation</b> – In partnership with others, develop strategies and frameworks to shape future service provision, share best practice, add value and improve outcomes in line with significant strategic programmes and plans.</p> <p>Develop opportunities to work collaboratively across the local authority and NHS to facilitate and support an approach that is needs led and focussed on health and care outcomes for citizens and their carers.</p> <p>In partnership develop and lead innovative and enterprising models of service delivery across sectors and services. Engage with multi agency teams, partners and communities to influence and shape the vision to meet city priorities</p> | <p>You use your influence to develop ways of working that lead to creative and innovative solutions to complex strategic problems.</p> <p>You develop ways of working that encourages and supports engagement with stakeholders and which leads to the delivery of services with a focus on individual needs and outcomes</p> <p>There is evidence of how you effectively collaborate and engage with all stakeholders that leads to priorities and objectives being met.</p> |
| <p><b>Problem solving &amp; decision making</b> - Undertake a key role at Best Council leadership level identifying opportunities, initiating and developing strategic plans and projects and delivering solution focused outcomes across a diverse range of related and unrelated issues</p> <p>Anticipate emerging issues and changing context and develop strategies and policies to solve related or unrelated problems or seize opportunities across services</p>   | <p>You demonstrate commitment to working and leading across sectors and services, to enable transformation, and implement change and deliver agreed outcomes, targets and objectives</p> <p>There is evidence that you take a range of diverse issues requiring development of solutions and implement strategies that lead to successful outcomes</p>  |
| <p><b>Deliver</b> - Working in partnership with the Council, Leeds CCG's, NHS England and Public Health England take a lead role in influencing, informing and assisting the development of strategies, policy, functions and structures for the delivery of highly effective cross sector health and social care commissioning services and governance arrangements.</p> <p>Inform, support and assist complex and large scale health and social care transformation programmes, coordinating work across Council directorates and managing relationships across services and with partners and other stakeholders</p>  | <p>You ensure that local and regional level plans and policies are influencing and being influenced by developments in health commissioning, public health and the wider wellbeing agenda</p> <p>There is evidence of your ability to lead and manage large scale change. You demonstrate credibility, integrity and openness and ability to work collaboratively to deliver outcomes</p>   |
| <p><b>Resource management</b> - Set and deliver transformational goals with broad perspectives and long term timelines, which maximises effective resource management, ensures financial compliance and is responsive to sector and city priorities.</p> <p>Support a culture of excellence in service delivery, continuous improvement and a focus on outcomes which maximises the effectiveness of the workforce through workforce planning and actively promotes organisational values, supports adaptable ways of working and creates strong flexible teams</p>  | <p>Plans are in place to meet priorities, budgets are maximised and there is an efficient and sustainable use of resources.</p> <p>You empower, enable and develop individuals and teams, promoting a 'can do' attitude within an environment of supported and continuous improvement</p>   |

|   |   |                                |                        |
|---|---|--------------------------------|------------------------|
| <b><u>Job title:</u> Chief Officer Health Partnerships</b>  |   | <b><u>Date:</u> 04.08.2016</b> | <b><u>Ref:</u>LS70</b> |
| <b><u>Job Purpose</u></b>   |   |                                |                        |
| <p>The Chief Officer will lead on supporting the partnership for health and wellbeing improvement across Leeds including Leeds City Council, local and national NHS bodies, third sector and commercial operators. Within Leeds the role supports Adult Social Care, Children's Services, Public Health, the CCG and NHS Provider bodies. Working in partnership across these services the post holder will be responsible for supporting and enabling transformation and implementing change across the city in line with local and national policy.</p> <p>The post holder is accountable to the Director of Adult Social Care for the delivery of agreed outcomes, targets and objectives.</p>   |   |                                |                        |
| <b><u>Key Requirements</u></b>  |   |                                |                        |
| <ul style="list-style-type: none"> <li>• A relevant degree together with substantial senior leadership and management experience.</li> <li>• Comprehensive knowledge and understanding of the current local and national issues and the legislative and political context within which health and social care operate</li> <li>• Evidence of working in a multi-agency environment and of forging and driving successful partnership programmes to deliver cross sector priorities and outcomes</li> <li>• Excellent communication skills with the ability to influence, negotiate and establish credibility across sectors to enhance reputation and form positive relationships</li> <li>• Experience of successful leadership and management of large scale complex change programmes with an understanding of the strategic issues that face integrated work</li> </ul> |   |                                |                        |
| <b><u>LCC Values</u></b>  |   |                                |                        |
| <b>Working as a Team for Leeds</b>  | <ul style="list-style-type: none"> <li>• Provide leadership and work collaboratively by developing and maintaining good working relationships with internal and external customers, other stakeholders and partners across the City and Region to achieve excellent outcomes for the citizens of Leeds</li> </ul> |                                |                        |
| <b>Being Open, Honest &amp; Trusted</b>   | <ul style="list-style-type: none"> <li>• Develop trust with an engaging, collaborative and inclusive way of working. You communicate effectively, using straight forward language and adapt your style to enable a high level of engagement, taking ownership of informed decisions and outcomes.</li> </ul>      |                                |                        |
| <b>Working with Communities</b>   | <ul style="list-style-type: none"> <li>• Work effectively with elected members, senior managers and a variety of partner organisations to deliver services; communicate and involve stakeholders and the wider community in new developments to encourage ownership and commitment.</li> </ul>                    |                                |                        |
| <b>Treating People Fairly</b>   | <ul style="list-style-type: none"> <li>• Recognise that everyone has an equally important part to play both within the Council and across the city, valuing the diverse and vibrant nature of the city and all its citizens</li> </ul>  |                                |                        |
| <b>Spending Money Wisely</b>  | <ul style="list-style-type: none"> <li>• Set high expectations of achievement across a range of strategic outcomes; actively seek out opportunities to improve delivery of services through partnership and feedback ensuring these provide value for money and maintain quality.</li> </ul>                      |                                |                        |

### Working Context

- The role is primarily office based but post holders are expected to work flexibly both at home and at various locations across the City and region.

The role profile and specification are an outline only and may vary from time to time without changing the character of the job or level of responsibility



## Equality, Diversity, Cohesion and Integration Screening



As a public authority we need to ensure that all our strategies, policies, service and functions, both current and proposed have given proper consideration to equality, diversity, cohesion and integration.

A **screening** process can help judge relevance and provides a record of both the **process** and **decision**. Screening should be a short, sharp exercise that determines relevance for all new and revised strategies, policies, services and functions.

Completed at the earliest opportunity it will help to determine:

- the relevance of proposals and decisions to equality, diversity, cohesion and integration.
- whether or not equality, diversity, cohesion and integration is being/has already been considered, and
- whether or not it is necessary to carry out an impact assessment.

|   |                                      |
|---|--------------------------------------|
| <b>Directorate: Adult Social Services</b> | <b>Service area: Directorate</b>     |
| <b>Lead person: Cath Roff</b>             | <b>Contact number: 0113 378 3884</b> |

### 1. Title: Regrade of Deputy Director Integrated Commissioning, Adult Social Services

Is this a:

☐

Strategy / Policy

☐

Service / Function

☒

Other

If other, please specify – Employment Appointment

### 2. Please provide a brief description of what you are screening

The proposal to regrade the Deputy Director Integrated Commissioning, Adult Social Services

### 3. Relevance to equality, diversity, cohesion and integration

All the council's strategies/policies, services/functions affect service users, employees or the wider community – city wide or more local. These will also have a greater/lesser relevance to equality, diversity, cohesion and integration.

The following questions will help you to identify how relevant your proposals are.

When considering these questions think about age, carers, disability, gender reassignment, race, religion or belief, sex, sexual orientation. Also those areas that impact on or relate to equality: tackling poverty and improving health and well-being.

| Questions   | Yes | No |
|---|-----|----|
| Is there an existing or likely differential impact for the different equality characteristics?  |     | X  |
| Have there been or likely to be any public concerns about the policy or proposal?   |     | X  |
| Could the proposal affect how our services, commissioning or procurement activities are organised, provided, located and by whom?   | X   |    |
| Could the proposal affect our workforce or employment practices?  |     | X  |
| Does the proposal involve or will it have an impact on <ul style="list-style-type: none"><li>• Eliminating unlawful discrimination, victimisation and harassment</li><li>• Advancing equality of opportunity</li><li>• Fostering good relations</li></ul> | X   |    |

If you have answered **no** to the questions above please complete **sections 6 and 7**

If you have answered **yes** to any of the above and;

- Believe you have already considered the impact on equality, diversity, cohesion and integration within your proposal please go to **section 4**.
- Are not already considering the impact on equality, diversity, cohesion and integration within your proposal please go to **section 5**.

#### 4. Considering the impact on equality, diversity, cohesion and integration

If you can demonstrate you have considered how your proposals impact on equality, diversity, cohesion and integration you have carried out an impact assessment.

Please provide specific details for all three areas below (use the prompts for guidance).

- **How have you considered equality, diversity, cohesion and integration?**

The role profile and specification for this post give clear expectations of this role. The recruitment process will be member lead and test and explore the commitment in relation to a number of equality areas such partnership working, fostering good relationship and addressing inequalities in the city.

The post itself will play a lead role to deliver integrated commissioned services in the city within the existing well established frameworks and have to opportunity to further enhance our commitments to better, fairer outcomes to users of Leeds services.

- **Key findings**

The appointment of a strong candidate will enhance better equality outcomes through the effective fulfilling the functions of this role.

- **Actions**

The impact and assessment of this post will be managed through the Council's existing management, performance reporting and appraisal processes

**5. If you are *not* already considering the impact on equality, diversity, cohesion and integration you *will need to carry out an impact assessment*.**

|  |  |
|--|--|
| Date to scope and plan your impact assessment:                         |  |
| Date to complete your impact assessment                                |  |
| Lead person for your impact assessment<br>(Include name and job title) |  |

**6. Governance, ownership and approval**

Please state here who has approved the actions and outcomes of the screening

| <b>Name</b>   | <b>Job title</b> | <b>Date</b>               |
|---|------------------|---------------------------|
| Carol Gill  | Head of HR       | 17 <sup>th</sup> May 2016 |
| <b>Date screening completed</b> 17 <sup>th</sup> May 2016 |                  |                           |

**7. Publishing**

Though **all** key decisions are required to give due regard to equality the council **only** publishes those related to **Executive Board, Full Council, Key Delegated Decisions** or a **Significant Operational Decision**.

A copy of this equality screening should be attached as an appendix to the decision making report:

- Governance Services will publish those relating to Executive Board and Full Council.
- The appropriate directorate will publish those relating to Delegated Decisions and Significant Operational Decisions.
- A copy of all other equality screenings that are not to be published should be sent to [equalityteam@leeds.gov.uk](mailto:equalityteam@leeds.gov.uk) for record.

Complete the appropriate section below with the date the report and attached screening was sent:

|   |            |
|---|------------|
| For Executive Board or Full Council – sent to<br><b>Governance Services</b>                               | Date sent: |
| For Delegated Decisions or Significant Operational Decisions – sent to appropriate <b>Directorate</b>     | Date sent: |
| All other decisions – sent to<br><a href="mailto:equalityteam@leeds.gov.uk">equalityteam@leeds.gov.uk</a> | Date sent: |

## Equality, Diversity, Cohesion and Integration Screening



As a public authority we need to ensure that all our strategies, policies, service and functions, both current and proposed have given proper consideration to equality, diversity, cohesion and integration.

A **screening** process can help judge relevance and provides a record of both the **process** and **decision**. Screening should be a short, sharp exercise that determines relevance for all new and revised strategies, policies, services and functions.

Completed at the earliest opportunity it will help to determine:

- the relevance of proposals and decisions to equality, diversity, cohesion and integration.
- whether or not equality, diversity, cohesion and integration is being/has already been considered, and
- whether or not it is necessary to carry out an impact assessment.

|   |                                      |
|---|--------------------------------------|
| <b>Directorate: Adult Social Services</b> | <b>Service area: Directorate</b>     |
| <b>Lead person: Cath Roff</b>             | <b>Contact number: 0113 378 3884</b> |

### 1. Title: Appointment to Chief Officer Health Partnerships, Adult Social Services

Is this a:

☐

Strategy / Policy

☐

Service / Function

☒

Other

If other, please specify – Employment Appointment

### 2. Please provide a brief description of what you are screening

The proposal and recruitment to the new post of Chief Officer Health Partnerships, Adult Social Services

### 3. Relevance to equality, diversity, cohesion and integration

All the council's strategies/policies, services/functions affect service users, employees or the wider community – city wide or more local. These will also have a greater/lesser relevance to equality, diversity, cohesion and integration.

The following questions will help you to identify how relevant your proposals are.

When considering these questions think about age, carers, disability, gender reassignment, race, religion or belief, sex, sexual orientation. Also those areas that impact on or relate to equality: tackling poverty and improving health and well-being.

| Questions   | Yes | No |
|---|-----|----|
| Is there an existing or likely differential impact for the different equality characteristics?  |     | X  |
| Have there been or likely to be any public concerns about the policy or proposal?   |     | X  |
| Could the proposal affect how our services, commissioning or procurement activities are organised, provided, located and by whom?   | X   |    |
| Could the proposal affect our workforce or employment practices?  |     | X  |
| Does the proposal involve or will it have an impact on <ul style="list-style-type: none"><li>• Eliminating unlawful discrimination, victimisation and harassment</li><li>• Advancing equality of opportunity</li><li>• Fostering good relations</li></ul> | X   |    |

If you have answered **no** to the questions above please complete **sections 6 and 7**

If you have answered **yes** to any of the above and;

- Believe you have already considered the impact on equality, diversity, cohesion and integration within your proposal please go to **section 4**.
- Are not already considering the impact on equality, diversity, cohesion and integration within your proposal please go to **section 5**.

#### 4. Considering the impact on equality, diversity, cohesion and integration

If you can demonstrate you have considered how your proposals impact on equality, diversity, cohesion and integration you have carried out an impact assessment.

Please provide specific details for all three areas below (use the prompts for guidance).

- **How have you considered equality, diversity, cohesion and integration?**

The Job Description and Person Specification for this post gives clear expectations of this role. The recruitment process will be member lead and test and explore the commitment in relation to a number of equality areas such partnership working, fostering good relationship and addressing inequalities in the city.

The post itself will play a lead role to deliver constructive partnerships in the city within the existing well established frameworks and have the opportunity to further enhance our commitments to better, fairer outcomes to users of Leeds services.

- **Key findings**

The appointment of a strong candidate will enhance better equality outcomes through the effective fulfilling the functions of this role.

- **Actions**

The impact and assessment of this post will be managed through the Council's existing management, performance reporting and appraisal processes

**5. If you are *not* already considering the impact on equality, diversity, cohesion and integration you *will need to carry out an impact assessment*.**

|  |  |
|--|--|
| Date to scope and plan your impact assessment:                         |  |
| Date to complete your impact assessment                                |  |
| Lead person for your impact assessment<br>(Include name and job title) |  |

|  |                  |             |
|--|------------------|-------------|
| <b>6. Governance, ownership and approval</b>                                 |                  |             |
| Please state here who has approved the actions and outcomes of the screening |                  |             |
| <b>Name</b>  | <b>Job title</b> | <b>Date</b> |
| Carol Gill   | Head of HR       | August 2016 |
| <b>Date screening completed</b> 15 <sup>th</sup> January 2016                |                  |             |

|  |            |
|--|------------|
| <b>7. Publishing</b>   |            |
| <p>Though <b>all</b> key decisions are required to give due regard to equality the council <b>only</b> publishes those related to <b>Executive Board, Full Council, Key Delegated Decisions</b> or a <b>Significant Operational Decision</b>.</p> <p>A copy of this equality screening should be attached as an appendix to the decision making report:</p> <ul style="list-style-type: none"> <li>• Governance Services will publish those relating to Executive Board and Full Council.</li> <li>• The appropriate directorate will publish those relating to Delegated Decisions and Significant Operational Decisions.</li> <li>• A copy of all other equality screenings that are not to be published should be sent to <a href="mailto:equalityteam@leeds.gov.uk">equalityteam@leeds.gov.uk</a> for record.</li> </ul> <p>Complete the appropriate section below with the date the report and attached screening was sent:</p> |            |
| For Executive Board or Full Council – sent to <b>Governance Services</b>   | Date sent: |
| For Delegated Decisions or Significant Operational Decisions – sent to appropriate <b>Directorate</b>  | Date sent: |
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