

# Appointments Panel Agenda

## Place

To Be Held Remotely

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## Date

Thursday, 10 August 2021 – Longlisting Meeting  
Wednesday, 1 September 2021 – Shortlisting Meeting  
Wednesday, 15 September 2021 – Interviews

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## Time

Longlisting Meeting – 8.30pm  
Shortlisting Meeting – 10.30am  
Interviews – 9.00am

This meeting is open to the press and public and they are entitled to take photographs, film or record the proceedings.

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## Councillors

Councillor Danny Thorpe (Chair)	Labour
Councillor Denise Scott- Mcdonald	Labour
Councillor Miranda Williams	Labour
Councillor Clare Burke- McDonald	Labour
Councillor Averil Lekau	Labour
Councillor David Gardner	Labour
Councillor Nigel Fletcher	Conservative

Members are reminded that officer contacts are shown at the end of each report and they are welcome to raise questions in advance with the appropriate officer. This does not prevent further questioning at the meeting.

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If you require further information about this meeting please contact the Committee Services Manager:  
Anthony Soyinka  
Telephone: 020 8921 4350  
Email: [committees@royalgreenwich.gov.uk](mailto:committees@royalgreenwich.gov.uk)

## **Agenda**

- 1 Declarations of Interest Report**  
Members to declare any personal and financial interests in items on the agenda. Attention is drawn to the Council's Constitution; the Council's Code of Conduct and associated advice.
  
- 2 Exclusion of the Press and Public**  
To agree that the remainder of the meeting be held in closed session.
  
- 3 Appointment of the Integrated Commissioning Director, Adult Services**  
Please find attached the Job Description and Person Specification Details, in respect of the appointment Integrated Commissioning Director, Adult Services

Date of Issue  
Friday, 30 July  
2021

Debbie Warren  
Chief Executive

## Remote Meetings

This meeting will be conducted remotely in accordance with the Coronavirus Act 2020 and related regulations.

This meeting will be viewable live, and for one year afterwards, on the Council's Youtube Channel: <https://www.youtube.com/user/royalgreenwich>

Those who have agreed to participate in the meeting have deemed to have consented to being recorded, and to the public use of the recording.

If you have any queries regarding the recording of meetings, please email the Committee Services Manager via [committees@royalgreenwich.gov.uk](mailto:committees@royalgreenwich.gov.uk)



<b>APPOINTMENTS PANEL</b>	<b>DATE</b> 10 August 2021
<b>TITLE</b> Declarations of Interests	<b>ITEM NO</b> 1
<b>CHIEF OFFICER</b> Chief Executive	<b>CABINET MEMBER</b> Leader of the Council

## 1. **Decisions Required**

The Appointments Panel is requested to:

- 1.1 Note the list of Councillors' memberships (as Council appointed representatives) on outside bodies, joint committees and school governing bodies.
- 1.2 Request that Members orally declare any personal or financial interests, including those detailed, in specific items listed on the agenda as they relate to matters under discussion.

## 2. **Members' Interests**

- 2.1 Appended to this report is a list of the outside bodies, joint committees and school governing bodies that each member has been appointed to by the Council or the Leader. The list does not include bodies with which a Member is involved in a personal or private capacity.

### **Personal interests**

- 2.2 A Member has a personal interest where any business is likely to affect:
  - (a) them, or
  - (b) a relevant person or a relevant body (where the Member is aware that they have the interest);

more than a majority of those in the ward you represent.

A **relevant person** is defined as the member's spouse or civil partner, a person who they are living with as husband and wife or as civil partners, or a person with whom they have a close association.<sup>1</sup>

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<sup>1</sup> See the guidance in Annex I of the Code of Conduct

A **relevant body** is defined as (a) any organisation, school governing body or outside committee or trust which they have been appointed to by the Royal Borough or by the Leader, or (b) any other voluntary organisation, school governing body or commercial organisation where you are a management committee member, school governor, trustee or director.

2.3 Members must declare the existence and nature of any personal interest at the start of the meeting, or when the interest becomes apparent. Members must say which item their interest relates to.

2.4 A Member who has a personal interest may stay, speak and vote, except where the business:

(a) affects the financial position of the Member or any person or body described in paragraph 2.2 above, or

(b) relates to an interest that would be affected financially or relates to the determining to any approval, consent, licence, permission or registration in relation to the Member or any person or body described in paragraph 2.2 above

### **Financial Interests**

2.5 A Member has a financial interest where any business relates to or is likely to affect an interest set out in paragraph 18 of the Code of Conduct, and which is the Member's interest or the interest of a person described in paragraph 2.2(a) above.

2.6 Members must declare the existence and nature of any financial interest at the start of the meeting, or when the interest becomes apparent. Members must say which item their interest relates to.

2.7 A Member who has a financial interest must leave the meeting, but may attend to make representations, answer questions or give evidence relating to the business, provided that the public are also allowed to attend the meeting for the same purpose, and provided they leave the meeting immediately after doing so. The Member must not participate in the discussion nor the vote.

### **General**

2.8 The Code also requires Members to declare interests in relation to relevant bodies for six months after ceasing from being a member and take the appropriate action in relation to financial interests.

Background Papers

Agenda and Minutes of the Annual Meeting of the Council – 19 May 2021

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<b>APPOINTMENTS PANEL</b>	<b>DATE</b> 10 August 2021
<b>TITLE</b> Exclusion of the Press and Public	<b>ITEM NO</b> 2
<b>CHIEF OFFICER</b> Chief Executive	<b>CABINET MEMBER</b> Leader of the Council
<b>DECISION CLASSIFICATION</b> - Non-Key	<b>FINAL DECISION</b> To be made at this meeting on the recommendations in this report

That under Section 100(A)(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraphs 1 of Part 1 of Schedule 12(A) of the Act, and the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

### 3. Longlisting for the post of Integrated Commissioning Director, Adult Services





## **JOB DESCRIPTION**

**DEPARTMENT**                      **Health and Adult Services & NHS South East  
London CCG**

**POSTHOLDER:**                      **NEW ROLE**

**SECTION**                      **Strategic Commissioning Alliance**

**GRADE**                      **CHIEF OFFICER B NHS AfC Band 9**

**POST DESIGNATION**    **Integrated Commissioning Director: Adults  
Services**

### **JOB PURPOSE**

To provide the strategic leadership for the development and implementation of strategic commissioning for the physical and mental health and care services for adults in and across the Council and the NHS, which enables strong partnerships and high-quality services that support Greenwich residents to lead healthy, fulfilling and independent lives.

As a member of both the Health and Adult Services (HAS) Departmental Management team (DMT) and the senior leadership team of the NHS South East London CCG Greenwich Borough Based Director, you will be responsible for the successful delivery of the business objectives of HAS and the CCG.

Together with the two colleague Integrated Commissioning Directors who head up the Strategic Joint Commissioning Unit/Service, the post holder will lead the delivery of the corporate objectives of both the SEL CCG and the Royal Borough of Greenwich, to the continuous improvement programmes of RBG and to the improvement of NHS services commissioned locally.

The post holder will provide regular, timely and well-formed advice to Council officers, elected members and CCG officers, Borough Based Board and other CCG Committees on policy directives, national and corporate requirements and on matters relating to healthcare, social care and adult

commissioning, including advice on alternative service provision methods and opportunities.

The post holder will lead transformational change through commissioning and market management, including further integration of health, social care and other forms of support.

The post holder will be accountable for the oversight, deployment and effective management of CCG and RBG budgets used to commission the relevant health, social care and joint services for adults, along with the management of key staff based in the Unit.

The post holder will exercise lead responsibility for Section 75 and other partnership agreements between bodies, ensuring good governance is applied and best value secured.

## **JOB OUTCOMES**

To be Integrated Commissioning Director: Adults Services with direct responsibility for the strategic leadership and management of the following commissioning functions:

- Community health services
  - Adult Social Care services
  - Physical and Sensory disabilities
  - Older adults
  - Non-acute mental health services
  - Learning disability services
  - Voluntary, community and other third sector services
  - Continuing Healthcare (CHC) services
  - Oversee Better Care Fund and any other jointly agreed pooled funds as required
1. Develop and ensure delivery of commissioning strategies which meet organisational objectives and improve the health, care and well-being outcomes for Greenwich residents.
  2. Ensure the development of a local vibrant market and its workforce so that it meets the needs of our local population in as sustainable a way as possible.
  3. Ensure strong partnership arrangements, especially formal ones such as S75 arrangements, that work effectively to deliver services.

4. To provide corporate leadership for the development of commissioning for borough based services in line with the best practice in commissioning
5. To develop approaches to commissioning that address personalisation and whole person pathway from self-care and illness prevention through social, primary, community, secondary and tertiary care, taking into account national guidance, evidence based practice and strategic priorities.
6. To lead a high-quality adults integrated commissioning team for the CCG and RBG which achieves cultural change through appropriate challenge and engagement, including through the development of an assets-based commissioning approach.
7. To create an integrated strategic commissioning framework for adult services that incorporates appropriate governance structures, and which supports an integrated approach to health and care responsive to changes in the NHS and Local Government commissioning landscape.
8. To contribute actively to effective Joint Strategic Needs Assessments and Greenwich's Health and Wellbeing Strategy.
9. To develop (with clinical commissioning leads) commissioning leadership by clinicians including delegation of responsibility to localities and practices where appropriate and agreed through governance arrangements.
10. To develop (with cabinet commissioning leads) commissioning leadership by members including appropriate integrated governance arrangements.
11. To lead service improvement initiatives across adult social care and NHS services, which align with the agreed vision and principles for care and support that are strengths-based, personalised and "joined up" around the individual.
12. To stimulate innovation and lead change projects across health and care services that deliver improved outcomes and achieve savings.
13. Develop and maintain positive relationships with elected members to ensure the Directorate and Lead Member's strategic priorities are effectively implemented and to support Members to undertake their strategic monitoring role.

14. Develop and maintain positive relationships with the SEL CCG Governing Body members, the Accountable officer and ICS Independent Chair, and provide advice and guidance to support the effective delivery of their priorities.
15. Actively consider innovative ways of delivering services that provide high quality and good value for money. Research evidence locally and nationally and benchmark with other NHS organisations and local authorities to identify the most effective delivery methods.
16. Drive the implementation of consistently high-quality service standards that improve outcomes and patient and resident experience.
17. Actively lead reporting and management of performance information and delivery against targets for RBG and the CCG internally, and also in relation to CQC, NHS E/I and other external bodies.
18. Oversee delivery of performance for the CCG and RBG using project management and service review approaches.
19. Ensure there is effective integration of related services across the joint commissioning unit, across HAS, the wider Council and South East London CCG. Ensure the contribution of providers, partner and contractor organisations is appropriately harnessed.
20. Identify performance issues or system risks and take timely action to overcome them through appropriate controls and/or mitigation steps, escalating as appropriate.
21. As a member of two senior leadership teams ensure the timely and effective communication and implementation of all agreed policies and processes for the relevant organisation.

### **Resources: Finance & Budgeting**

22. The post-holder will actively contribute to budget setting & budget "Sign off" and contribute to the financial strategies and plans / budgets that support the effective delivery of the CCG's and RBG's strategic priorities.
23. The post holder will be accountable for authorising expenditure, procurement processes and management of the allocated system development resource, and ensure sound and prudent financial and resource management for the programmes in line with agreed

delegated authorities/decision rights. The post holder will robustly manage and monitor the allocated adults' commissioning budgets of the CCG and RBG (IRO £100m) to ensure effective control within cash limits, driving down spend where appropriate.

24. Lead for the CCG and RBG on the management of Adults pooled budgets (e.g. the Better Care Fund), aligned budgets for commissioned functional areas/client groups and any physical resources associated with these.
25. Ensure the Adults Integrated Commissioning staff understand and adhere to appropriate financial controls and the processes in place to support these, along with ensuring all staff are compliant with Standing Orders and Standing Financial Instructions, in the discharge of their budget management responsibilities.
26. Constantly strive for value for money and greater efficiency and effectiveness in the use of CCG and RBG financial resources; and hold managers to account to provide services that are delivered or procured that represent value for money.

### **Staff Leadership & Management**

27. Operate as a key member of the Senior Leadership Team in both organisations to drive change and ensure consistent, inspiring and effective leadership.
28. Provide direct performance management and feedback to staff, motivating and inspiring managers to role-model leadership and innovation.
29. Ensure all staff under the post holder's overall management are being effectively managed and supported to optimise their impact on delivery.
30. Ensure that all staff within adults joint commissioning in your area are aware of relevant policies and procedures and that communications are developed and deployed appropriately.
31. Lead teams of third parties and/or matrix management internally to deliver multiple areas of complex work through effective partnerships.
32. Work across the wider organisation of the CCG and the Council to agree prioritisation of work and redesign of functions to create an efficient and effective system of health and social care.

33. Responsible for the recruitment and development of staff, including undertaking appraisal and personal development and, where appropriate, progressing any disciplinary or capability issues, in accordance with the policies of the relevant employing organisation.

### **Policy, Service Development & Forward Planning**

34. Lead strategic planning and design to meet the vision and strategic direction of the CCG and RBG and the associated activities necessary to deliver transformational change
35. Use robust business case and evaluation processes to inform decision making on investment and disinvestment decisions.
36. Provide strategic leadership on the interpretation of, and response to, new policy, guidance, legislation and best practice evidence nationally and internationally.
37. Identify and secure external investment to ensure Greenwich benefits from relevant initiatives.
38. Deal with complex and conflicting subject matter problems in a range of settings and circumstances.

### **Information Management.**

39. Provide and receive highly complex, sensitive and contentious information, in complying with requirements of information governance and having the ability to deal with resulting potentially challenging situations responsibly.
40. Inform IT developments and maximise the use of information management systems to streamline and support the work of services, offer new care and support solutions and to generate analysis to inform use of resources.
41. Operate within and provide enhancements to current management information and reporting to enhance decision making processes.

### **Other duties and responsibilities**

42. The post holder is expected to work outside of normal office hours, including out of hours cover and attendance at evening meetings or committees, for which no additional payment will be given.
43. The post holder will be expected to undertake additional duties or

responsibilities consistent with the role, as allocated by the Corporate Director (HAS) and the CCG's Borough Based Director.

- 44. Promote equality among all staff, and ensure that services are delivered in a non-discriminatory way, that is inclusive of disadvantaged groups and tackles health inequalities and unwarranted variation in service access or outcomes.
- 45. Participate in emergency planning and business contingency arrangements as directed by the Director of HAS and the CCG's Borough Based Director.
- 46. To undertake all duties with due regard to the provisions of health and safety regulations and legislation, Data Protection/GDPR, the Council's Equal Opportunities and Customer Care policies.
- 47. To perform all duties in line with Council's staff values showing commitment to improving residents lives and opportunities, demonstrating respect and fairness, taking ownership, working towards doing things better and working together across the council.
- 48. To be responsible for undertaking employee investigations, hearings and appeals in line with the RBG policies and procedures.
- 49. Undertake any other work appropriate to the level and general nature of the post's duties.

Designation of the Post to which the Post-Holder normally reports to: dual accountability to **Director of Health and Adult Services and Greenwich Borough Based Director**

**PERSON SPECIFICATION**

<p><b>Education &amp; Qualifications</b></p> <p>Educated to Masters level with evidence of continuing professional development across health and adult social care over a significant period</p> <p>Professional qualification in health, social care or commissioning, or substantial relevant experience in these areas</p>	
<p><b>Knowledge and Experience</b></p> <p>In-depth knowledge of the social care and health system and the relationships with both local and national government priorities.</p>	

Extensive knowledge of health/social care policy and practice along with experience of its implementation gained in a healthcare or social care setting.

Substantial experience of adults' health and social care strategic commissioning which includes difficult and challenging decision-making.

Experience of the delivery of highly complex transformational change programmes and associated projects, which includes business case development.

Substantial experience of working within the financial framework of health and social care statutory organisations, senior level experience of budget setting and budget/resource management including of joint commissioning or shared budgets.

Demonstrable experience of leadership: directing services and multi-disciplinary teams, through times of major change and ambiguity.

Substantial experience of leading teams of professional and specialist staff within a performance management culture.

Knowledge and senior level experience of managing information governance successfully involving services or teams from across different organisations.

An excellent track record in collaborating with local citizens and clients/patients to shape and develop commissioning proposals, including quality improvement when major service changes are proposed.

Commissioning experience which requires the capability to make difficult and challenging decisions to support strategy and vision.

Understanding of the public-sector equality duty and application in commissioning services.

Experience of inter-agency and collaborative working across organisational boundaries at all levels and with different professional groups

**Skills and Abilities**

Strategic thinker with proven high-level leadership skills and operational nous.

Outstanding influencing, negotiating, prioritising and interpersonal skills underpinned by in-depth knowledge of organisational cultures and own working style.

The ability to explain complex commissioning decisions or policy matters in a clear, compelling and collaborative way to different audiences and stakeholders and across organisational boundaries.

The ability to manage difficult and contentious situations effectively, including those involving elected members, CEOs, clinical leaders, Trade Unions, other external partners, national bodies including Regulators.

Demonstrable leadership capability to set a clear direction of travel in a complex, challenging environment with multiple providers, stakeholders and staff teams whose priorities are not all aligned.

Inter-personal capability to work with clinicians, health and social care professionals within and outside the Council and CCG with the skills to take a partnership approach in leading and working across organisations.

Strongly developed oral and written communication skills with the ability to communicate and manage very complex, highly sensitive and highly contentious information and issues effectively with a range of stakeholders where there are significant barriers to acceptance/consensus.

Confidence and ability to present information and make strategic recommendations, in both formal and informal settings, to a wide range of internal and external stakeholders, including at Council Cabinet/Committees and SEL CCG Board level which may be potentially hostile and antagonistic.

Excellent interpersonal, negotiation and influencing skills and ability to develop and maintain credibility and confidence of colleagues, both internally and externally.

<p>The skills to evaluate and learn from outcomes, with a clear commitment to innovation, learning and improvement.</p>	
<p><b>Personal Qualities</b></p> <p>Proven ability to work effectively in emotive situations when under pressure and to defuse them.</p> <p>A collaborative leadership style, which recognises and values personal contributions and agenda and encourages team working</p> <p>Willingness to listen and ability to challenge processes, ideas and existing practice across all sectors where these could be improved or where best practice can be applied</p> <p>Excellent team player who understands and appreciates the benefits of a diverse workforce and recognises the value in different styles, approaches and contributions.</p> <p>Commitment to work within a political system irrespective of personal political affiliations.</p>	