

**REPORT FOR: Chief Officers' Employment Panel**

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**Date of Meeting:** 18th October 2018

**Subject:** Recruitment to the post of Director of Adult Social Services (DASS)

**Responsible Officer:** Paul Hewitt, Corporate Director, People (Interim)

**Exempt:** No

**Enclosures:** Appendix 1: role profile

## Summary and Recommendations

This report sets out the proposal for the permanent recruitment to the role of Director of Adult Social Services (DASS).

**Recommendations:**

That (1) the Corporate Director, People (Interim) begin the recruitment process for the statutory post of Director of Adult Social Services (DASS) at the D2 grade in the attached role profile;

(2) it be noted that the Corporate Director, People (Interim), following interview by members of the Chief Officers' Employment Panel, will appoint to the post of Director of Adult Social Services at the D2 grade.

### 1. BACKGROUND

- 1.1 The post of Director of Adult Social Services is a statutory post and was recruited to on an interim basis following the resignation of the permanent post holder. It was agreed by the Panel in 2017 that this interim cover would be in place until the permanent recruitment took place after the local elections in May

2018.

- 1.2 At the Chief Officers' Employment Panel (COEP) meeting on 28<sup>th</sup> June 2018, the Panel agreed that the Head of Adult Social Care should continue to act up into the role of Director of Adult Social Services on an interim basis, until such time as permanent arrangements are put in place.
- 1.3 Since that meeting, the management restructure of Adult Social Services has been completed with the permanent recruitment to all of the management positions except for the Director role. It is now appropriate that the permanent recruitment for this statutory role is taken forward to complete the restructure and confirm leadership arrangements going forward. Given the timing of the recruitment process for the Chief Executive, starting the sourcing of a recruitment agency at this stage will mean that the appointed individual to the role of Chief Executive will be able to have input into the recruitment of the Director of Adult Social Services.
- 1.4 Following interview by the Panel, the Corporate Director, People (Interim).will appoint to the post of Director of Adult Social Services.

## **2. Legal comments**

- 2.1 In accordance with the Constitution, this Panel approves the remuneration package for any Council post of £100,000 or over.
- 2.2 As the Director of Adult Social Services is a statutory post it will need to go through the objections procedure under which an offer of employment can only be made where there is no well-founded objection by any member of the Executive.
- 2.3 This Panel is required to report back to Council for information purposes on all such approved remuneration packages.

## **3. Financial Implications**

- 3.1 The salary for the Director of Adult Social Services is fully accounted for in the directorate annual budget.
- 3.2 There will be additional costs incurred in the selection process in appointing an agency to support this process. Depending on the services commissioned from the market, these costs are likely to be in the range of 9% to 13% of Director of Adult Social Services annual salary (£104,748 to £117,918).
- 3.3 The interim senior management arrangements last reported to COEP on 28 June 2018 have achieved a saving to the Council of £23k per month. The recruitment costs will therefore not incur additional costs.

## **Statutory Officer Clearance**

Name: Dawn Calvert

Chief Financial Officer

Date: 15 October 2018

Name: Hugh Peart

Monitoring Officer

Date: 12 October 2018

## **Contact Details and Background Papers**

**Contact:** Paul Hewitt, I Corporate Director, People (Interim).

# **LONDON BOROUGH OF HARROW**

## **Director of Adult Social Services**

**Responsible to: - Corporate Director, People Services**

### **JOB PURPOSE**

The post is specifically responsible for the strategic and general management of the council and specifically the Adults Services including Children with Disabilities.

To be the Council's Director of Adult Social Services (DASS) and responsible for duties as set out in the statutory guidance on role and responsibilities.

### **MAIN ACCOUNTABILITIES**

#### **Leadership**

1. Together with the Corporate Director and in collaboration with elected members, establish and implement a vision for Harrow in the development of its services, organisation and workforce.
2. Demonstrate effective strategic leadership and good governance through high standards of personal behaviour
3. Ensure that structures and processes inform sound decision-making and service delivery
4. Deliver efficiency and value for money and sound financial management
5. Develop and maintain systems and processes to develop capability, skills and knowledge at all levels within the organisation
6. Develop and maintain a culture that encourages innovation and improvement
7. Develop and maintain a healthy and effective interface between the Council Members and Officers
8. Provide well-evidenced and sound advice directly to the Chief Executive, Corporate Director, cabinet, portfolio holders and other members of council and attend council, cabinet and other committees and events as required

9. Promote a positive image of Harrow externally and represent the council at local and national level attending and presenting at such conferences, seminars, meetings and working parties as may be required including London ADASS.
10. Represent the council and/or the Corporate Director in discussions with partner organisations and other stakeholders.
11. Lead and direct corporate and cross council activities as specified by the Chief Executive and/or Corporate Director
12. Review papers and attend CSB as, when required.
13. Deputise for the Corporate Director within functional areas and other areas as specified by the Corporate Director.
14. Maintain and develop effective systems and processes for identifying the needs of the local community and the resources available to deliver agreed outcomes.
15. Maintain and develop an effective framework for consultation and engagement with service users, staff, trade unions, voluntary and community organisations, partners and other stakeholders.
16. Ensure services are commissioned to enable achievement of agreed outcomes through effective, efficient, equitable and sustainable service delivery.
17. Lead innovation in the development of new approaches to service delivery to ensure continuous improvement in value for money, performance and quality of services for Council Tax payers
18. Oversee and ensure implementation of service development and delivery plans
19. Ensure service agreements and contract arrangements enable service delivery against agreed outcomes
20. Ensure monitoring and review arrangements are in place to enable evaluation of service delivery and impact on achieving agreed outcomes.
21. Ensure in conjunction with strategic partners, government and other agencies the achievement of council objectives and the fulfilment of statutory obligations and national requirements.

## **Partnership**

22. Maintain and develop effective relationships with key partners, service providers and stakeholders and the wider community to facilitate high quality commissioning of services.

23. Maintain and develop effective relationships with relevant government departments and other national or regional bodies.
24. Ensure the council is equipped to meet government requirements and inspection requirements.

### **Performance and Resource Management**

25. Provide effective management arrangements to ensure delegated resources are used to best effect to deliver agreed outcomes
26. Sustain a culture to encourage meaningful contribution by employees through their continuing development and commitment
27. Develop and maintain effective governance and performance frameworks to clarify accountabilities, expectations and ensure that effective monitoring, reporting and challenge mechanisms are in place
28. Provide effective management arrangements to ensure implementation of the Council's Safety Policy and Safety Management Systems, including any service specific Safety Policy, Codes of Practice and Safe Systems of Work
29. Participate in effective civil emergency planning, leadership and management.

### **Equality and Diversity**

30. Provide leadership, communication and action, which will exemplify the Council's values, sense of purpose and commitment to ensure equality of opportunity and strengthen cohesion in the local community.

### **ROLE SPECIFIC ACCOUNTABILITIES**

31. Fulfil the statutory role of the Director of Adult Social Services and ensure that the associated statutory duties are discharged (See Statutory Guidance for further details)
32. Deputise for the Corporate Director of People Services to ensure that the associated statutory duties are discharged.
33. Lead and direct the strategic and general management of the Adult services / functions on behalf of the council:
34. Lead and direct the effective implementation of the Adult Social Care Vision – October 2017, Transforming Adults Social Care: A Model to develop Community Resilience in Harrow on behalf of the council.

35. To act as lead officer and directly advise the Corporate Director but has director access to the Chief Executive, relevant council committees and panels including Cabinet and Scrutiny sub committees and council members on all strategic policies and practices relating to the People Services Directorate.

## **DIMENSIONS**

- Responsible for the effective management of delegated budgets
- Revenue budget in the order of £80m
- Capital budget in the order of £10m
- Directly manages 5 Heads of Service and has overall responsibility for approx. 325 Employees
- Direct budget responsibility for £80m of revenue and £10m of capital.