

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

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<b>Date of Meeting:</b>	31 <sup>st</sup> January 2019
<b>Subject:</b>	Appointment of the Director of Adult Social Services
<b>Responsible Officer:</b>	Paul Hewitt, Corporate Director People
<b>Exempt:</b>	Public
<b>Wards affected:</b>	N/A
<b>Enclosures:</b>	Appendix 1 – Role Profile for the Director of Adult Social Services

This report sets out the process for the permanent recruitment to the statutory post of Director of Adult Social Services (DASS), the proposed remuneration and interim arrangements for the period between the departure of the current postholder and the start date of the appointed candidate.

**Recommendations:** That

- (1) the Corporate Director, People, following the interview of shortlisted candidates by the Panel, appoint the preferred candidate to the post of Director of Adult Social Services:
- (2) a remuneration package for the post be determined for a period of 3 years starting at £130,000 pa, comprising a salary at grade D2 (£104,748 - £117,918), a 2% pay award due in April 2019 and a market supplement of up to £10,000 (reviewed after 3 years); and
- (3) the Corporate Director of People be requested to undertake the statutory duties of the Director of Adult Social Services for the period following the departure of the current postholder on 31st March 2019 and the start date of the appointed candidate.

**Reason:**

To enable the appointment of a new Director of Adult Social Services at the appropriate salary in line with Council procedures and to ensure that this statutory post is covered in the period between the departure of the current postholder and the start date of the appointed candidate.

## **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 this Panel in 2017 that this interim cover should be in place until the permanent recruitment took place after the local elections in May 2018.
- 1.2 At this Panel's meeting held on 18<sup>th</sup> October 2018, it was agreed that the Corporate Director of People begin the recruitment process for the post of Director of Adult Social Services at D2 grade.
- 1.3 Subsequently Penna plc was appointed through a direct award and advertising took place in the Municipal Journal and through a dedicated microsite, together with networking within the adult social care profession with a closing date for applications of 10<sup>th</sup> December 2018.
- 1.4 Eight applications were received. Longlisting took place with Penna on 18<sup>th</sup> December 2018 with six applicants progressing to technical interviews held on 9<sup>th</sup> January 2019 (one candidate subsequently withdrew from the selection process).
- 1.5 A shortlisting panel, comprising of the portfolio holder, shadow portfolio holder, the Corporate Director of People with an HR representative took place on 17<sup>th</sup> January 2019.
- 1.6 After shortlisting candidates will undertake psychometric tests, the results of which will be shared with the Panel at this meeting.
- 1.7 The final selection process will include also be a stakeholder panel with representatives from the Clinical Commissioning Group (CCG), Public Health, Central North West London Trust (CNWL) and the voluntary sector, an informal lunch with the Heads of Service from Adult Services and a Corporate Strategy Board (CSB) panel on the morning of the 31<sup>st</sup> January 2019. Feedback from these discussions will be presented orally to this Panel to inform the selection decision.
- 1.8 The portfolio holder and shadow portfolio holder will be part of this Panel to be consistent with HR policy [as they were on the shortlisting panel] following consultation with the Leader of the Council and the Leader of the Opposition.

## 2. Legal comments

- 2.1 In accordance with the Constitution, this Panel is required to approve a remuneration package of £100,000 or over for any Council post.
- 2.2 The Panel is required to report back to Council for information purposes on all such approved remuneration packages.
- 2.2 As the Director of Adult Social Services is a statutory post an offer of employment can only be made once members of Cabinet have been given 5 days to express any well founded objections.
- 2.3 Harrow Council's Pay Policy Statement 2018 provides that: 'All employees, including Chief Officers are normally appointed on the lowest pay spine column point for their job evaluated grade. In exceptional circumstances employees may be appointed at a higher point within the evaluated grade... The Council may apply market supplement payments to jobs with recruitment or retention difficulties.'

## 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 The annual salary for the Director of Adult Social Services is in the current pay range of £104,748 to £117,918. A pay award of 2% has been agreed for 2019/20. The current postholder receives a market supplement of £5,938 per annum.
- 3.3 From salary expectation identified during the recruitment exercise, candidates' salary expectations are above the top of the salary range for D2.
- 3.4 Other London Councils are offering above the top of the current D2 range for Directors of Adults Social Services. The data below is from 2017 Chief Officers Pay and Benefits survey and lists actual remuneration.

<b>Borough</b>	<b>Actual Remuneration (k)</b>
Kingston	121
Tower Hamlets	124
Croydon	128
Bexley	129
Merton	130
Havering	133
Enfield	140
Barnet	142
Greenwich	158
Hammersmith (tri borough)	160
Westminster	161
Richmond & Wandsworth	175

The starting remuneration package if appointed at the top of the salary range with the pay award comprising £120,276 with a market supplement of £9,734

- 3.5 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 in 2018/19.

## Council Priorities

The Council's vision:

### Working Together to Make a Difference for Harrow

- Making a difference for the vulnerable
- Making a difference for communities
- Making a difference for local businesses
- Making a difference for families

## Statutory Officer Clearance

Name: Dawn Calvert	<input checked="" type="checkbox"/>	Chief Financial Officer
Date: 23 January 2019		
Name: Hugh Peart	<input checked="" type="checkbox"/>	Monitoring Officer
Date: 23 January 2019		

## Contact Details and Background Papers

**Contact:** Paul Hewitt, Corporate Director, People,  
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# **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 and 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, trades' 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 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 direct 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 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.