

For General Release

REPORT TO:	APPOINTMENTS COMMITTEE 10 February 2015
AGENDA ITEM:	6
SUBJECT:	APPOINTMENT - DIRECTOR OF GATEWAY AND WELFARE SERVICES
LEAD OFFICER:	Chief Executive (Head of Paid Service)
LEAD MEMBER:	Councillor Mark Watson Cabinet Member for Communities, Safety & Justice.
WARDS:	All
CORPORATE PRIORITY/POLICY CONTEXT: The Council's Pay Policy.	
FINANCIAL SUMMARY: The salary for this post is budgeted for in the draft 2015/16 budget. As a result of the overall changes to the senior management structure of the council savings of £0.443m are expected and are also reflected in the 2015/16 budget.	
KEY DECISION REFERENCE NO: n/a	

1. RECOMMENDATIONS

- 1.1 That the Committee approves the appointment to the Director of Gateway and Welfare Services based on the details contained within this report, noting that this is being reported to the Committee under section 40 of the Localism Act 2011.

2. EXECUTIVE SUMMARY

- 2.1. This report seeks the Committee's approval to appoint to the Director of Gateway and Welfare Services as required by the threshold set and specified under section 40 of the Localism Act 2011.

3. DETAIL

Background

- 3.1. The Council is restructuring its first tier (Executive Director and Director) and moving from four to three departments and the 2015/16 draft budget reflects the proposed first tier structure outlined within this report.
- 3.2. In total there are 17 Director posts and two Executive Director posts within the new first tier structure. Ten posts, including at Head of Service level have been, or are proposed or be deleted; and 7 posts have been, or are proposed to be created;

and all but 2 of the 19 Executive Director or Director posts have been, or are proposed to be amended.

- 3.3 The restructure takes effect in full from 01 April 2015 and the restructure is being carried out in accordance with the Council's reorganisation policy.

Localism Act 2011

- 3.4 Following the decision of the Annual Council meeting on 03 June 2014, the Appointments Committee has delegated responsibility for approving appointments in accordance with the threshold specified in statutory guidance issued by the Secretary of State under section 40 of the Localism Act 2011. The statutory guidance is that elected Members should be given an opportunity to vote before: salary packages upon appointment above a specified threshold are offered; and severance packages beyond a specified threshold are approved for staff leaving the Council's employment. For both these purposes, the specified threshold is currently £99,999
- 3.5 Under the Council's current pay arrangements the Director of Gateway and Welfare Services would be graded at a level in accordance with section 40 of the Localism Act 211 and therefore a decision is required by the Committee to appoint at this pay level.
- 3.6 A review of the pay and grading arrangements for chief officers is currently underway, however in the meantime the Council needs to operate within its existing pay policy and to ensure that the salary that it applies is sufficiently competitive to recruit and retain a suitably qualified and capable individual.
- 3.7 Benchmarking against comparable roles in London and south-east England and salary data from the London Council's pay survey 2014 and from the Hay Group indicates that a total salary package of £105k for this role size.
- 3.8 In order to ensure the successful establishment of the new structure of the Council by 01 April 2015 and in consideration of the pending pay policy for Executive Directors and Directors it will be necessary to pay a market supplement for this role to match the £105,000 until the pay policy is approved. This can be determined by the Director of Human Resources in liaison with the Chief Executive and therefore is for the Committee to note.

4 FINANCIAL AND RISK CONSIDERATIONS

4.1 Revenue and Capital consequences of report recommendations

Current year	Medium Term Financial Strategy – 3 year forecast			
	2014/15	2015/16	2016/17	2017/18
£'000	£'000	£'000	£'000	£'000
Revenue Budget available	105			

**Effect of decision
from report**

Salary costs 105

**Overspend /
(underspend)**

0

0

0

4.2 The effect of the decision

The post is budgeted for in the 2015/16 draft budget.

4.3 Options

The alternative option of not filling the role is not considered sustainable.

4.4 Future savings/efficiencies

None identified.

Approved by: Richard Simpson, director of finance and assets

5 COMMENTS OF THE COUNCIL SOLICITOR AND MONITORING OFFICER

5.1 The Solicitor to the Council comments that the Council may appoint such staff as it considers necessary for the proper discharge of its functions on such reasonable terms and conditions, including remuneration, as the Council thinks fit.

Approved by Julie Belvir, Borough Solicitor and Monitoring Officer

**6 CUSTOMER, EQUALITIES, HUMAN RIGHTS, FREEDOM OF INFORMATION,
DATA PROTECTION CRIME AND DISORDER IMPACT**

6.1 There are no direct considerations arising from this report.

CONTACT OFFICER: Heather Daley, Director of Human Resources

BACKGROUND DOCUMENTS: Job Description – Director of Gateway and Welfare Services

Director of Gateway and Welfare Services

The Director of Gateway and Welfare Services will play a key role in the Council's Extended Leadership Team (ELT) in leading and delivering corporate objectives. Each member of the ELT will be responsible for the technical delivery of their roles and the corporate competencies, while living and promoting the corporate values through their day-to-day work.

Reports to: Executive Director of People

Responsibility for: Strategy for community empowerment to promote and secure independence and reduce demand management

Join-up of assessment and support packages for early family intervention through integrated 'front line' support and assessment services for residents including: debt, health, welfare and employment, information and advice to promote and achieve life independence.

Provision of welfare and benefits (complex debt and support packages), information and advice, coroners, registrar, bereavement services.

Job Purpose:

You will work as part of the Extended Leadership Team with a direct report into the Executive Director of People. You will make a significant contribution to achieving the vision for the People Department by helping to promote independence and resilience of Croydon residents, to help maximise their life chances and outcomes. This grouping of services will provide a coherent 'gateway' for people services, co-ordinating work on community empowerment and coherent information and advice across the department, and joining up 'simple' assessment across services (relating to housing need and work, and also to training and care), thus developing a single view of the customer, targeting interventions and ensuring welfare support packages are delivered as part of an integrated response with other services.

To achieve this you will be responsible for the provision of a single, holistic case management solution to achieve a single view of the customer across relevant services, and for the development of responses which, in conjunction with other services, enhance not only the customer's financial independence but also personal resilience.

You will work closely with the Corporate Leadership Team (CLT) to limit the impact on front line services even when faced with a significant reduction in resources.

Key Stakeholder Relationships:

Internal: Councillors, Corporate Leadership Team, and Council Directors, Heads of service across the People Department and beyond.

External: Government Departments, National Consultation Groups, Strategic Partners, Other Local Authorities, Trade Unions, MPs, Partner Organisations such as Job Centre Plus, Professional Bodies, voluntary sector.

Statutory Responsibilities:

Provision of a coroner service.

Political Restrictions:

This post is politically restricted and under the Local Government and Housing Act 1989, as amended by the Local Democracy, Economic Development and Construction Act 2009 and the post holder may not have any active political role either in or outside the work.

Delegated Authority:

The post holder is required to be on call as part of a Chief Officer on-call rota.

Key Outcomes:

To help families be healthy and resilient and able to maximise their life chances and independence

To enable more local people to access a wider range of jobs

To provide a decent, safe and affordable home for every local resident who needs one

To help families and individuals be more financially resilient and live affordable lives

Key Deliverables:

- To ensure an effective and 'personal' relationship to residents for joining up the assessment and support packages for services including:
 - Early family intervention
 - Debt
 - Health
 - Welfare
 - Employment
- Lead on the co-ordination of the development and implementation of a strategy to empower communities to support and take responsibility for each other;

- Ensure appropriate information and advice for residents who need access to 'people' services is available in a holistic and accessible way;
- Develop, co-ordinate and ensure an effective system is in place for a single gateway for people-related services, promoting self-service where appropriate and a joined up, single view and 'simple' assessment of customer needs, to facilitate a more joined up and effective response;
- Lead and ensure the assessment and determination of bespoke welfare support and benefit packages;
- Provide an effective registrar, bereavement and coroner services.

Specific Minimum Qualifications and Expertise:

- Experience in delivery of welfare support and benefits systems and track record of ensuring these are delivered in a joined up way with other services.
- Proven ability to lead a strategic team at a similar level through customer services and leadership capability.
- Excellence in team management and service delivery in relation to the provision of customer orientated services that achieve self-help, welfare and independence, including the ability to manage internal departmental relationships.
- Expertise in data analytics and targeting work in relation to identified needs.
- Significant track record in executing team and individual performance effectively.
- Embedded communication ability both upwards and downwards within an organisation and externally to improve service delivery.

Leadership Framework

Our leadership framework follows the principles of a competency framework and all of our leaders are expected to demonstrate these through their application process.

Developing Oneself – You demonstrate the values every day, you are passionate about the services you lead and deliver the vision and outcomes of Croydon Council. You are inspirational and engage others through personal leadership making the vision understandable to everyone.

Inspiring and Developing People – You identify talent and develop their capability to ensure a committed and motivated workforce, you create a culture based on the corporate values and ensure staff and stakeholders deliver a desired outcome.

Collaborating and Influencing for Results – You are challenging and innovative in your approach to driving high standards and value for money, you trust and respect staff and partners and empower them to be courageous to try new approaches.

Enabling and Facilitating the Community – You create effective collaboration between stakeholders, establish relationships and understand others perspectives. You are open and honest with others. You build a shared sense of purpose across Croydon, ensuring delivery and a collective use of resources

Corporate Values

Our values are the base of every job role within Croydon – our values are fundamental in everything we do as a Local Authority. You are required to demonstrate a commitment to our corporate values and this will be assessed using the criteria below:



One Team: To cross boundaries to work together towards shared goals with colleagues, partners and communities

- You are strategically innovative in your approach to building and maintaining partnerships and you and your teams act in a joint enterprise with them. You use your contacts and colleagues to bring teams together.

Proud to Serve: We strive to always do our best for the community, getting the most from limited resources and using taxpayers' money wisely

- You are proud to be part of the wider Croydon and the contribution you and your teams make to it. You make a difference to people's lives through engagement and you strive to get the best possible value for money for customers.

Honest and Open: We work hard to build trust by treating everyone with honesty and integrity

- You think through who needs to understand what during communication; and take care to communicate detail clearly. You take people's views into account continuously. You trust people, colleagues and staff, to do their best and deal with any issues positively.

Taking Responsibility: We encourage and support each other to take responsibility and show what we can do, learning together and recognising each others' contributions

- You are clear where formal accountability lies and where we can all take responsibility for results. You praise your colleagues for their efforts and ideas and thank them for their contributions.

Valuing Diversity: We make the most of the many perspectives that make Croydon distinctive

- You treat all staff and customers with equal value and respect. In everything you do, you make good use of the wide variety of background, skills and perspective your teams, the Council and the community demonstrate.

Created: January 2015

