

## Executive Director of People

The Executive Director of People is a key strategic post and plays an executive role within the Council's Executive Leadership Team (ELT) and the Corporate Leadership Team (CLT) in leading and delivering corporate objectives. Each member of the ELT and CLT is responsible for ensuring the delivery of key outcomes and the delivery of the corporate competencies, while living and promoting the corporate values through their day-to-day work.

**Reports to:** Chief Executive

**Responsibility for:** School Standards, Commissioning and Inclusion, Schools Admissions and Place Planning, Libraries, Culture and Adult Learning, Children and Families Partnership, Welfare and Benefits Services (bespoke support and packages), Registrars, Bereavement Services, Community Empowerment, Information and Advice, Gateway and Integrated 'Simple' Assessment, Service Development, Tenancy and Caretaking Services, Incomes and Lettings, Housing Renewal, Housing Solutions, Housing Need and Assessment, 0-5 and Early Intervention, Domestic Violence and Sexual Violence, Children in Need and Child Protection, Looked After Children, Quality Assurance and Local Safeguarding Children Board, Youth Offending, Integrated Children's Commissioning, Integrated Commissioning – Working Age Adults, Integrated Commissioning – Specialist Services, Integrated Commissioning – Long term Conditions and Older People, Adult Social Care Mental Health, Assessment and Case Management, All-Age Disability and SEN, Social Work, Provider Relations and Brokerage, Strategic Development/Better Care Fund, Care Act Implementation, Quality Assurance and Adult Safeguarding Board.

### Job Purpose:

You will work as part of the Executive Leadership Team with a direct report into the Chief Executive. You will provide inspiring and effective leadership and drive performance at corporate and departmental levels to deliver the Council's strategy and key outcomes.

You will inspire and work with others, including external stakeholders and partners, to achieve the vision for the People Department – to help maximise the life chances and outcomes for the people of Croydon through:

- Empowering communities to support and take responsibility for each other
- Empowering individuals and families to be personally and financially resilient, to maximise their independence and quality of life and love in housing appropriate to their needs
- Safeguarding and protecting children and vulnerable adults from harm
- A single view of the customer, enabling individuals and families to have a single, joined-up service where possible (within the Council and with partners), and as early as possible improving the difference the Council makes to the lives of the people of Croydon at less cost to the public purse

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 and suppliers, Professional Bodies, voluntary sector, national and local press, religious education groups, schools, children and young people, members of the public and community groups. Local Strategic Partnership, CCG Croydon University Hospital, South London and Maudsley Trust.

### **Statutory Responsibilities:**

Undertake the Director of Children's Services role in accordance with the requirement of Section 18, Children's Act 2004 and the delivery of associated legislation relating to care and schools.

Responsible for the provision of a statutory duty, authorities being charged with providing a comprehensive and efficient public library service as defined in the Department of Culture, Media and Sport (DCMS) document Comprehensive, Efficient and Modern Public Libraries (2001)

To be the Council's Statutory Officer as Director of Adult Social Services as required by the 2004 Children's Act defined by Statutory Guidance 2006.

To meet the Council's statutory responsibilities under the Housing Act 2004 in relation to private sector housing and the Council's statutory duties to homeless people under the Housing Act 2006 and delivery of associated legislation e.g. Health and Social Care Act 2013; Care Act 2014.

Functions conferred on or exercisable by the Council as a Burial Authority.

### **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

To prevent domestic and sexual violence where possible, support victims and hold perpetrators to account

To grow a thriving and lively cultural offer which engages communities and supports regeneration

To enable people of all ages to reach their potential through access to quality schools and learning

To drive fairness for all communities, people and places

To help people from all communities live longer, healthier lives through positive lifestyle choices

To protect children and vulnerable adults from harm and exploitation

### **Key Deliverables:**

- Ensure the People Department has a clear strategic direction with coherence between its various functions and responsibilities.
- Ensure that the department and wider partnership adopts a 'whole family' and 'whole system' perspective, where appropriate, through all relevant services; and acts as an excellent corporate parent to the children within its care, including through:

Children and Family, Early Intervention and Children's Social Care - responsible for supporting the child's journey as appropriate, improving the outcomes for children and families in relation to:

- Integrated 0-5 services and early intervention
  - Domestic abuse and sexual violence
  - Child protection
  - Looked after children
  - Quality assurance and Local Safeguarding Children Board
  - Youth Offending Service
- Devise, implement and monitor strategies and plans for educational improvement, attainment and where needed intervention across schools, and statutory services relating to school attendance, exclusion, NEETS and SACRE in accordance with legislative requirements
  - Ensure the provision of sufficient school places within the right locations and high quality settings; and lead on the Council's approach to libraries, culture, adult learning and leadership and management of the Children and Families Partnership. Through:

Universal People Services – schools (including the ambition for every school to be a school of choice), libraries, culture and adult learning:

- Statutory responsibility for school standards, plus commissioning and inclusion
  - School admissions and place planning
  - Libraries, cultural services and adult learning
- Improve outcomes for residents through the provision of a first line complex service to residents including social care, debt, health, welfare, employment; including through:

Gateway and Welfare Services

- Assessment and determination of bespoke welfare support and benefit packages
  - Empowering communities to support and take responsibility for each other
  - Registrar and bereavement services.
- Leading delivery of the Council's housing need allocation and homelessness strategy, including effective discharge of the Council's statutory obligation, the provision of a high quality advice service and support to vulnerable people – all of which are intended to minimise the Council's reliance of temporary accommodation in meeting housing need.

Housing Need – improving outcomes through people-related housing functions relating to demand and tenancy support, comprising:

- Housing assessment and temporary accommodation

- Housing solutions and allocations
  - Housing renewal
  - Tenancy and neighbourhood services
  - Incomes and lettings
  - Service development
- To provide a holistic approach to the development and provision of an adult social care and all-age disability service; and to developing and maintaining an inclusion strategy which gives every child with special needs the chance to maximise their life chances and ensuring suitable access to learning, health and care including through:

Adult Care and All-Age Disability Services – improving outcomes in relation to adult social care provider services and all age disability service, including

- Assessment and care management
  - Social work, safeguarding and hospital discharge
  - Provider relations and brokerage
  - All-age disability service
  - Care Act implementation and the Better Care Fund
  - Quality assurance and Adult Safeguarding Board
  - No recourse to Public Funds
- To develop and maintain a single coherent commissioning strategy for adults in need and all age disability with a strong commitment to those services fully reflecting the views of service users, greater personalisation of services, expansion of personal budgets and the provision where needed of supported accommodation and the provision of high quality care services where provided.

Integrated Health and Mental Health Commissioning – improving outcomes through integrated commissioning with Croydon's Clinical Commissioning Group and adult mental health services, including

- Integrated children's commissioning
- Integrated commissioning of working age adults
- Integrated commissioning of mental health and substance misuse services and adult social care support for mental health
- Integrated specialist services commissioning
- Integrated commissioning, long term conditions and older people

### **Specific Minimum Qualifications and Expertise:**

- Experience in delivery of adults and/or children's social care 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 improve life chances and achieve independence.
- Significant track record managing multi million pound budgets and a diverse portfolio of responsibility; and of achieving cost efficiency and service transformation
- 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: Amended April 2015

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