

Appointments Committee Agenda



To: Councillors Jane Avis, Simon Hall, Manju Shahul-Hameed, Louisa Woodley, Jason Perry and Tim Pollard

A meeting of the **Appointments Committee** which you are hereby summoned to attend, will be held on **Monday, 13 May 2019 at 1.00 pm in F10, Town Hall, Katharine Street, Croydon CR0 1NX**

JACQUELINE HARRIS BAKER
Council Solicitor and Monitoring Officer
London Borough of Croydon
Bernard Weatherill House
8 Mint Walk, Croydon CR0 1EA

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www.croydon.gov.uk/meetings
Thursday, 2 May 2019

PLEASE NOTE THAT THE GREAT MAJORITY OF THE BUSINESS TO BE DISCUSSED AT THS MEETING WILL BE CONFIDENTIAL AND THEREFORE WILL BE CONDUCTED IN PART B OF THE AGENDA.

N.B This meeting will be paperless. The agenda can be accessed online at www.croydon.gov.uk/meetings

AGENDA – PART A

1. Election of the Chair

For the Members, where the Chair of the Committee isn't in attendance, to elect a Chair for the duration of the meeting.

2. Apologies for Absence

To receive any apologies for absence from Members of the Committee

3. Minutes of Previous Meetings (Pages 5 - 18)

To approve the minutes of the meetings held on the following dates:

- 23 May 2018;
- 18 July 2018;
- 12 September 2018;
- 15 October 2018;
- 18 October 2018;
- 13 November 2018; and
- 20 November 2018.

4. Disclosure of Interest

In accordance with the Council's Code of Conduct and the statutory provisions of the Localism Act, Members and co-opted Members of the Council are reminded that it is a requirement to register disclosable pecuniary interests (DPIs) and gifts and hospitality to the value of which exceeds £50 or multiple gifts and/or instances of hospitality with a cumulative value of £50 or more when received from a single donor within a rolling twelve month period. In addition, Members and co-opted Members are reminded that unless their disclosable pecuniary interest is registered on the register of interests or is the subject of a pending notification to the Monitoring Officer, they are required to disclose those disclosable pecuniary interests at the meeting. This should be done by completing the Disclosure of Interest form and handing it to the Democratic Services representative at the start of the meeting. The Chair will then invite Members to make their disclosure orally at the commencement of Agenda item 3. Completed disclosure forms will be provided to the Monitoring Officer for inclusion on the Register of Members' Interests.

5. Urgent Business (if any)

To receive notice from the Chair of any business not on the Agenda which should, in the opinion of the Chair, by reason of special circumstances, be considered as a matter of urgency.

6. Appointment to Director of Operations (Pages 19 - 32)

For Members to undertake the shortlisting and interview process to

appoint to the role of Director of Operations.

7. Appointment to Director of Integration and Innovation (Pages 33 - 44)

For Members to undertake the shortlisting and interview process to appoint to the role of Director of Integration and Innovation.

8. Exclusion of the Press and Public

The following motion is to be moved and seconded where it is proposed to exclude the press and public from the remainder of a meeting:

“That, under Section 100A(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 it involves the likely disclosure of exempt information falling within those paragraphs indicated in Part 1 of Schedule 12A of the Local Government Act 1972, as amended.”

9. Appointment to Director of Operations (Part B)

For Members to undertake the shortlisting and interview process to appoint to the role of Director of Operations.

10. Appointment to Director of Integration and Innovation (Part B)

For Members to undertake the shortlisting and interview process to appoint to the role of Director of Integration and Innovation.

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Appointments Committee

Meeting of held on Wednesday, 23 May 2018 at 7.34 pm in Council Chamber - Town Hall

MINUTES

Present: Councillors Alison Butler and Tony Newman

PART A

1/17 **Appointment of Chair and Vice-Chair**

The Committee **RESOLVED** to appoint Councillor Tony Newman as Chair of the Committee, and Councillor Alison Butler as Vice-Chair of the Committee for the Municipal Year 2018-2019.

The meeting ended at 7.35 pm

Signed:

Date:

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Appointments Committee

Meeting held on Wednesday, 18 July 2018 at 10.00 am in F10, Town Hall, Katharine Street, Croydon CR0 1NX

MINUTES

Present: Councillors Alison Butler, Clive Fraser, Simon Hall, Tim Pollard, Manju Shahul-Hameed and Gareth Streeter

Also Present: Jo Negrini (Chief Executive), Richard Simpson (Executive Director for Resources and Section 151 Officer)

PART A

2/18 Apologies for Absence

There were none.

3/18 Disclosure of Interest

There were none.

4/18 Urgent Business (if any)

There was none.

5/18 Appointment of Chief Digital Officer

RESOLVED: The Committee agreed the recommendations in the report:

1. The salary package of Chief Digital Officer of £117,300 per annum under the Localism Act 2011 was **AGREED**.
2. It was agreed to undertake the selection for and agree an appointment to the post of Chief Digital Officer from the candidate(s) detailed in the Part B appendices to the agenda. Any appointment to be subject to the appointment notification process as set out in section 3.4 of part 4J of the Council's Constitution (Staff Employment Procedure Rules).

6/18 Exempt Items

The following motion was moved to exclude the press and public:

"That, under Section 100A(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 it involves the likely disclosure of exempt information falling within those paragraphs indicated in Part 1 of Schedule 12A of the Local Government Act 1972, as amended."

The motion was put and it was **AGREED** by the Committee to exclude the press and public for consideration of items listed in part B of the agenda.

7/18 Appointment of Chief Digital Officer

RESOLVED: The Committee resolved that Neil Williams be appointed as Chief Digital Officer.

The meeting ended at Time Not Specified

Signed:

Date:

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Appointments Committee

Meeting held on Wednesday, 12 September 2018 at 10.00 am in F5, Town Hall,
Katharine Street, Croydon CR0 1NX

MINUTES

Present: Councillor Tony Newman (Chair);
Councillor Alison Butler (Vice-Chair);
Councillors Alisa Flemming, Maria Gatland, Shafi Khan and Tim Pollard

Also Present: Councillor Simon Hall
Jo Negrini (Chief Executive), Eleanor Brazil and Martin Pratt

PART A

9/18 Apologies for Absence

There were none.

10/18 Disclosure of Interests

There were none.

11/18 Urgent Business (if any)

There was none.

12/18 Appointment to Executive Director for Children, Families & Education and Approval of salary for Director of Public Realm

RESOLVED: The Committee resolved:-

1. That the salary package of Executive Director, Children Families & Education at a salary of £135,000 per annum under the Localism Act 2011, including a provision for an additional market supplement of up to £15k per annum as may be required to attract the calibre of candidate for this role within the context of the borough's opportunities and challenges be agreed.
2. That the salary package of Director Public Realm at a salary of £107,000 per annum under the Localism Act 2011 be agreed.
3. That the proposed officer assimilation to the post of Director Public Realm be noted.

13/18 Exempt Items

The following motion was moved to exclude the press and public:

“That, under Section 100A(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 it involves the likely disclosure of exempt information falling within those paragraphs indicated in Part 1 of Schedule 12A of the Local Government Act 1972, as amended.”

The motion was put and it was **AGREED** by the Committee to exclude the press and public for consideration of items listed in part B of the agenda.

14/18 Appointment to Executive Director for Children, Families & Education

The Committee **RESOLVED** that Robert Henderson be appointed as Executive Director for Children, Families & Education.

The meeting ended at Time Not Specified

Signed:

Date:

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Appointments Committee

Meeting held on Monday, 15 October 2018 at 10.00 am in Room F5, Town Hall, Katharine Street, Croydon CR0 1NX

MINUTES

Present: Councillors Jane Avis, Alisa Flemming, Maria Gatland, Simon Hall, Shafi Khan and Robert Ward

Also Present: Jo Negrini, Chief Executive Officer

PART A

1/18 Election of Chairman

Councillor Simon Hall proposed Councillor Alisa Flemming be Chair of the Appointments Committee and Councillor Shafi Khan seconded the motion.

RESOLVED: That Councillor Alisa Flemming be Chair of the Appointments Committee.

2/18 Apologies for Absence

There were none.

3/18 Disclosure of Interest

There were none.

4/18 Urgent Business (if any)

There were none.

5/18 Exempt Items

The allocation of business was noted.

6/18 Appointment to Director of Early Help and Children's Social Care

RESOLVED: That

1. The salary package of Director of Early Help and Children's Social Care of £117,300 per annum under the Localism Act 2011 be agreed; and
2. The Committee undertake the selection for and agree an appointment to the post of Director of Early Help and Children's Social Care from the candidates detailed in the Part B appendices to the agenda. Any appointment to be subject to the appointment notification process as set out in section 3.4 of part 4J of the Council's Constitution (Staff Employment Procedure Rules).

7/18 **[The following motion is to be moved and seconded as the "camera resolution" where it is proposed to move into part B of a meeting]**

The following motion was moved by Councillor Simon Hall and seconded by Councillor Alisa Flemming to exclude the press and public:

"That, under Section 100A(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 it involves the likely disclosure of exempt information falling within those paragraphs indicated in Part 1 of Schedule 12A of the Local Government Act 1972, as amended."

The motion was put and it was agreed by the Committee to exclude the press and public for the remainder of the meeting.

8/18 **Appointment to Director of Early Help and Children's Social Care**

The Committee **AGREED** to appoint Nick Pendry to the role of Director of Early Help and Children's Social Care.

The meeting ended at Time Not Specified

Signed:

Date:

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Appointments Committee

Meeting held on Thursday, 18 October 2018 at 9.00 am in Room F11, Town Hall

MINUTES

Present Councillors Jane Avis, Lynne Hale, Simon Hall, Patricia Hay-Justice and Yvette Hopley

Also Present: Jo Negrini, Chief Executive and Head of Paid Service

PART A

9/18 **Apologies for Absence**

There were no apologies for absence.

10/18 **Disclosure of Interests**

There was no disclosure of interests.

11/18 **Urgent Business (if any)**

There was no urgent business.

12/18 **Exempt Items**

The allocation of business between Parts A and B of the Agenda was **AGREED** as outlined in the published agenda.

13/18 **Appointment to Director of Gateway Services**

The recommendation was **AGREED**: Undertake the selection for and agree an appointment to the post of Director of Gateway Services from the candidates(s) detailed in the Part B appendices to the agenda. Any appointment to be subject to the appointment notification process as set out in section 3.4 of part 4J of the Council's Constitution (Staff Employment Procedure Rules).

14/18 **Appointment to Director of Housing Assessment & Solutions**

The recommendation was **AGREED**: Undertake the selection for and agree an appointment to the post of Director of Housing Assessment & Solutions from the candidates(s) detailed in the Part B appendices to the agenda. Any appointment to be subject to the appointment notification process as set out in section 3.4 of part 4J of the Council's Constitution (Staff Employment Procedure Rules).

15/18 **[The following motion is to be moved and seconded as the “camera resolution” where it is proposed to move into part B of a meeting]**

The following motion was **AGREED**:

“That, under Section 100A(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 it involves the likely disclosure of exempt information falling within those paragraphs indicated in Part 1 of Schedule 12A of the Local Government Act 1972, as amended.”

16/18 **Appointment to Director of Gateway Services**

The Committee **AGREED** the appointment of Julia Pitt as the Director of Gateway Services.

17/18 **Appointment to Director of Housing Assessment & Solutions**

The Committee **AGREED** the appointment of Yvonne Murray as the Director of Housing Assessment & Solutions.

Signed:

Date:

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Appointments Committee

Meeting held on Tuesday, 13 November 2018 at 3.30 pm in F12 - Town Hall

MINUTES

Present: Councillor Tony Newman (Chair);
Councillor Alison Butler (Vice-Chair);
Councillors Hamida Ali, Lynne Hale, Simon Hall and Helen Redfern

Also Present: Jo Negrini, Chief Executive
Sue Moorman, Director of Human Resources

PART A

18/18 Election of the Chair

Councillor Newman was confirmed as Chair of the Committee.

19/18 Apologies for Absence

There were no apologies for absence.

20/18 Disclosure of Interest

There were no disclosure of interests.

21/18 Urgent Business (if any)

There was not urgent business.

22/18 Appointment to Executive Director of Gateway, Strategy & Engagement (Part A)

The recommendations were **AGREED**:

- 1) Agree the salary package of the Executive Director of Gateway, strategy and Engagement up to £135,000 per annum, pursuant to guidance issued under the Localism Act 2011 and the provisions of the Council's Constitution.
- 2) Undertake a shortlisting process and subsequent selection and appointment to the post of Executive Director of Gateway, Strategy and Engagement from the candidate(s) detailed in Part B appendices to the agenda.

- 3) Note that the successful candidate offer of appointment will be subject to the appointment notification process as set out in section 3.4 of part 4J of the Council's Constitution (Staff Employment Procedure Rules).

23/18 **Exclusion of the Press and Public**

The following motion was **AGREED**:

"That, under Section 100A(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 it involves the likely disclosure of exempt information falling within those paragraphs indicated in Part 1 of Schedule 12A of the Local Government Act 1972, as amended."

24/18 **Appointment to Executive Director of Gateway, Strategy & Engagement (Part B)**

The Committee **AGREED** the appointment of Hazel Simmonds as the Executive Director of Gateway, Strategy and Engagement.

The meeting ended at Time Not Specified

Signed:

Date:

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Appointments Committee

Meeting held on Friday, 30 November 2018 at 12.30 pm in

MINUTES

Present: Councillors Simon Hall (Chair), Oni Oviri, Robert Ward, Jane Avis, Manju Shahul-Hameed and Patricia Hay-Justice

Also Present: Jo Negrini (Chief Executive)

PART A

25/18 Election of the Chair

Councillor Avis proposed and Councillor Ward seconded Councillor Hall as Chair. Councillor Hall was **AGREED** as the Chair of the Committee.

26/18 Apologies for Absence

Councillor Collins gave his apologies (with Councillor Hay-Justice substituting).

27/18 Disclosure of Interest

There was no disclosure of interests.

28/18 Urgent Business (if any)

There was no urgent business.

29/18 Appointment to Director of Commissioning & Procurement

Councillor Avis proposed and Councillor Ward seconded the recommendations. The Committee **AGREED** the recommendations:

1. Agree the salary package of the Director of Commissioning & Procurement of £117,300 per annum under the Localism Act 2011.
2. Undertake the selection for and agree an appointment to the post of Director of Commissioning & Procurement from the candidate(s) detailed in the Part B appendices to the agenda. Any appointment to be subject to the appointment notification process as set out in section 3.4 of part 4J of the Council's Constitution (Staff Employment Procedure Rules).

30/18 Exclusion of the Press and Public

The following motion was **AGREED**:

“That, under Section 100A(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 it involves the likely disclosure of exempt information falling within those paragraphs indicated in Part 1 of Schedule 12A of the Local Government Act 1972, as amended.”

31/18 Appointment to Director of Commissioning & Procurement

The Committee **AGREED** to appoint Sarah Warman as the Director of Commissioning & Procurement.

The meeting ended at Time Not Specified

Signed:

Date:

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REPORT TO:	APPOINTMENTS COMMITTEE 13 May 2019
SUBJECT:	APPOINTMENT TO DIRECTOR OF OPERATIONS
LEAD OFFICER:	Executive Director for Health, Wellbeing and Adults
CABINET MEMBER:	Councillor Jane Avis
WARDS:	All
CORPORATE PRIORITY/POLICY CONTEXT: The Council's management structure.	
FINANCIAL SUMMARY: The salary cost of this post is contained within the existing 2019/20 budget.	

1. RECOMMENDATIONS

- 1.1 Agree the salary package of the Director of Operations of £119,646 per annum under the Localism Act 2011.
- 1.2 Agree candidate selection for interview and subsequently agree an appointment to the post of Director of Operations from the candidate(s) detailed in the Part B appendices to the agenda (to follow). Any appointment to be subject to the appointment notification process as set out in section 3.4 of part 4J of the Council's Constitution (Staff Employment Procedure Rules).

2. EXECUTIVE SUMMARY

- 2.1. This report seeks the Committee's approval to undertake the selection for the post of Director of Operations.

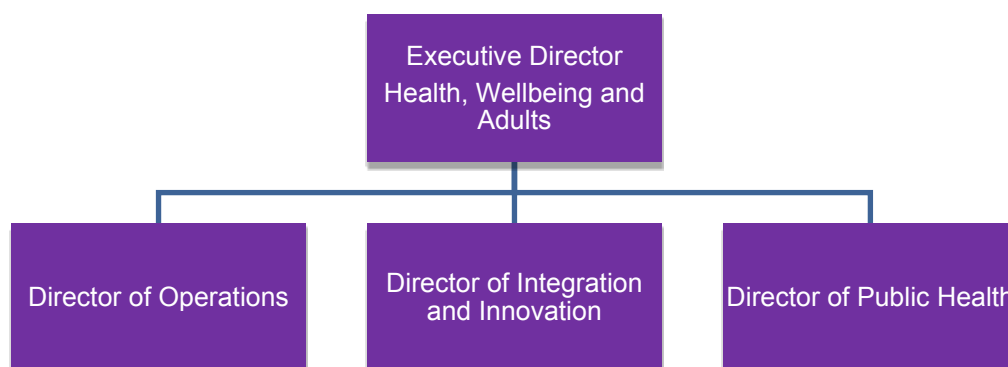
3. DETAIL

Background

- 3.1 There are a number of key drivers that have influenced the new management structure within the Health, Wellbeing and Adults Department, and drive forward a stronger collaborative approach for the communities of Croydon. The Council continues to see increases in demand for services and increased complexity of cases meaning that since April 2018, there has been a 17% increase in the number of care packages. As we move in to a new financial year, the pressures are predicted to continue. The national adult social care funding gap will still be at around £2bn and our budget planning is further impacted by the delay in publishing the Social Care

green paper. Our Adult Social Care and All Age Disability Division restructuring will help to ensure that we protect frontline service and continue to deliver valuable services to vulnerable residents through:

- 3.1.1 **New ways of working for Croydon** - The Councils new operating model intends to provide services on a locality footprint, and these will be tailored towards the needs of the local population. The Health, Wellbeing and Adults Directorate, will support this approach by working to the same locality based footprint which also aligns to the integrated care networks, huddles and community developments.
 - 3.1.2 **Health & Social Care Integration** - National drivers and challenges within health and social care services support the case for an integrated approach to services for adults, to manage demand and build resilient service provision that reflect user needs.
 - 3.1.3 **Wider Adults improvement journey** - It is recognised nationally there is a financial crisis in adult social care linked to demography and complexity of conditions that require further changes if we are to create a sustainable system for social care in the future. Health, Wellbeing and Adults Services are facing a high level of demand for services and we are finding that people are accessing care and support services at crisis point. We need to intervene earlier and provide different support including better signposting to other services in order to encourage residents to have greater levels of resilience and independence.
 - 3.1.4 **Focus on Digital and Systems Transformation** - An essential part of developing the best ways to deliver our wide range of essential public services, is to make it faster, simpler and more satisfying for our residents and users to engage with the Council and access our support. This means we will invest in the development of our digital proposition and the sustainability of our ICT strategy. Providing information, advice and guidance at points of access to enable choice and control to the person requiring support and entry into statutory services alongside promotion and re-direction to support where needed
- 3.2 It is therefore proposed that the departmental management team reporting to the Executive Director role will be as follows:-



Localism Act 2011 and Pay Policy

- 3.3 Following the decision of the Annual Council meeting on 03 June 2014, the Appointments Committee has delegated responsibility for approving appointments

beyond 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 at or above a specified threshold are offered; and severance packages at or beyond a specified threshold are approved for staff leaving the Council's employment. For both these purposes, the specified threshold is currently £100,000 as set by Government.

- 3.4 As set out in the Council's pay policy, directors are appointed on fixed pay points, which are determined locally and subject to local review every two years. The pay policy for 2019/20 agreed by the Council on 27 February 2019 agreed a fixed pay point for the Director of Operations at £119,646.
- 3.5 Under these arrangements the Director of Operations would receive a salary package which would engage the Committee's discretion in accordance with the delegation set out in paragraph 3.7 above and therefore a decision is required by the Committee to appoint at this pay level.
- 3.6 The Council's Staff Employment Procedure Rules at Part 4.J of the Constitution provide for a notification process to ensure that the Leader and any other Cabinet Members have no objections to the offer of appointment occurs before an offer of appointment is made to him/her and these requirements will be complied with should members approve the above recommendations.

4 FINANCIAL AND RISK CONSIDERATIONS

4.1 Revenue and Capital consequences of report recommendations

	Current year*	Future Years		
	2019/2020	2020/21	2021/22**	2022/23**
	£'000	£'000	£'000	£'000
Revenue Budget available	99.7	119.6	119.6	119.6
Effect of decision	99.7	119.6	119.6	119.6
Overspend / (underspend)	0	0	0	0

* The assumption for 2019/20 is that the appointment will be made for 10 months of the financial year, this may vary depending on the availability of the successful candidate.

** Subject to future pay award.

4.2 The effect of the decision

This is a newly created post that holds statutory responsibilities for adult social care and the budget identified in section 4.1 above has been aligned to the anticipated start date of the successful candidate. The appointment is expected to be effective from 01 June 2019 and the salary costs arising from this decision can be met from the existing 2019/20 budget.

4.3 Risks

There is a risk of being unable to retain the right calibre of person to this role if the salary is not comparable to the market.

4.4 Options

The alternative option of not filling the role; and for not making provision to appoint within the parameters of the Council's agreed Pay Policy Statement, is not considered sustainable or viable option as explained in paragraph 4.3 above.

4.5 Future savings/efficiencies

None identified.

Approved by: Lisa Taylor, Director of Finance, Investment and Risk (S151 Officer)

5 COMMENTS OF THE ACTING COUNCIL SOLICITOR AND ACTING 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. However such appointments are subject to the requirements as detailed in paragraph 3.4 above in so far as Member approval is required to appoint to salary packages in excess of £100,000.

5.2 The Council's Staff Employment Procedure Rules at Part 4.J of the Constitution provide for a notification process to ensure that the Leader and any other Cabinet Members have no objections to the offer of appointment occurs before an offer of appointment is made to him/her.

Approved by: Sandra Herbert Head of Corporate and Litigation Law for and on behalf of Sean Murphy, Interim Director of Law and Governance.

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: Sue Moorman, Director of Human Resources

BACKGROUND DOCUMENTS: None

APPENDIX A: Job description for the role of Director of Operations.

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Director of Operations

The post holder will work as part of the council's extended leadership team with a direct report to the Executive Director of Health, Wellbeing and Adults. The post holder will be expected to deputise for the Executive Director and represent the council and partners at national and London meetings.

Reports to: Executive Director of Health, Wellbeing and Adults

Responsibility for: Provider Services
Safeguarding and Quality Assurance
Adult Mental Health and Substance Misuse
Localities Services

Job Purpose:

To provide organisational and systems leadership, and direction, to the council's adult social care services; working collaboratively with partners to deliver integrated personalised health and care services for the local population and delivering our vision for One Croydon.

Act as the lead director for the delivery of frontline and statutory operational services, and be accountable for ensuring the departments safeguarding procedures and policies operate effectively.

Key Deliverables:

Leading the strategic direction of the service towards greater integration across health and social care which will include but not be limited to:

- Strategic leadership and delivery of statutory responsibilities relating to adult social care.
- Contribute to the implementation of strategic changes driven by national government, the council, and/or other key partners to enable responsive, effective and efficient services.
- Improve and quality assure professional standards including safeguarding processes and practice; deprivation of liberty safeguards and mental capacity assessments.
- Responsible for safeguarding adults at risk together with the provision of complex social work interventions across all service user groups.
- Leading the strategic development of social care services and social work practice to support continuous improvement and ensure that adults are at the centre of both planning and delivery of integrated provision.

- Ensure that services are responsive to the diverse needs of all community members and enables adults with social care need to have access to personalised, flexible and integrated care and support that maximises self-directed models and promotes independence, dignity and choice whilst safeguarding individuals at risk of harm.
- To operate within the governance, financial and legal framework of the council at all times.
- Ensure equalities is embedded into all aspects of professional and managerial role, including service delivery and at all times carry out your duties with due regard to the council's policy.
- Ensure by robust management that the services and staff you are responsible for adhere to the council's health and safety policy and operate within the safety management framework.

The list of duties in the job description should not be regarded as exclusive or exhaustive. There will be other duties and requirements associated with your job and, in addition, as a term of your employment you may be required to undertake various other duties as may reasonably be required.

Your duties will be as set out in the above job description but please note that the council reserves the right to update your job description, from time to time, to reflect changes in, or to, your job.

You will be consulted about any proposed changes.

Key Stakeholder Relationships:

Internal:

This post will be required to liaise directly with a wide range of internal stakeholders including but not limited to:

Chief Executive;
Executive Directors and Directors;
Cabinet Member;
Corporate Business Partners;
Heads of Service and Service Managers;
Principle Social Worker;
Principle Occupational Therapist; and
Principle Mental Health Worker.

External:

This post will be required to liaise directly with a wide range of external stakeholders including but not limited to:

Government Departments and Agencies;
Professional Bodies;
Croydon Clinical Commissioning Group (CCG)
Directors of Adult Social Services (ADASS) Networks;

South West London Health and Care Providers;
One Croydon Alliance Partners; and
Members of Public and Community Groups.

Statutory Responsibilities:

Deputise as required across all statutory social care functions (for adults) including statutory assessment and placement processes.

Ensure that vulnerable adults have their social care needs met in line with the requirements of the Care Act 2014, Mental Health Act 1983, the Mental Capacity Act 2005, and other relevant legislation.

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 will be required, on occasion to deputise for the Executive Director of Health, Wellbeing and Adults and will represent the council in a wide range of multi-agency forums.

Person Specification

Specific Minimum Qualifications and Expertise

- Degree or equivalent level qualification or substantial qualifying experience.
- Holds a recognised social work qualification, and Health and Care Professions Council (HCPC) registration.
- Has undertaken further training and can evidence ongoing professional development.
- A high-level knowledge base in relation to social care legislation including the Care Act 2014 and Mental Health Legislation.

Experience

- An excellent knowledge of social work practice theory and its application.
- Knowledge of local government finance and governance systems.
- Ability to continue to develop and promote a performance culture across the workforce.
- Ability to give objective, timely advice.
- Strategic vision coupled with a proven ability to deliver on the ground.
- Ability to prepare and present complex issues and reports in a clear and convincing manner.
- Political awareness and sensitivity.
- Ability to anticipate, interpret and manage change and achieve results through sound judgement in seeking creative solutions to complex situations.
- Proven leadership skills, together with the ability to establish and sustain positive relationships that generate confidence, respect, credibility and trust.
- The ability to establish and sustain positive, outcome focused partnerships that improve outcomes for vulnerable adults.
- Thorough understanding of workings of the local government plus knowledge of the major legislation issues facing it.
- An enthusiastic commitment to improving outcomes for vulnerable adults.

- Energy, resilience, determination and humour coupled with the ability to work under pressure.
- Commitment of collaborative style of working.
- Ability to communicate and negotiate with, and influence, a wide range of audiences including partners, Councillors and clients.
- Ability to manage effectively people, budgets, projects, initiatives, and programmes of work to meet defined targets and competing priorities.
- Understanding of, and commitment to, the principles and practice of equal opportunities, both in relation to employment issues and to service delivery.
- Ability to be customer focused; and have a commitment to continuous improvement, delivery of best value and achievement of service objectives.
- Strong commitment to public service and local democracy.

Knowledge and Skills

- Knowledge of 'asset based' social work and new ways of working.
- Knowledge of the needs of vulnerable people including those who have dementia and complex needs.
- Making decisions which will involve the handling of conflicting views, sensitive information and drawing conclusions which may be contentious.
- Making judgement and balancing the evidence about the best course of action which may significantly affect individuals and/or communities.
- Making decisions to ensure the effective co-ordination and management of resources to deliver strategic objectives and minimise risk where demand for services and/or support outstrips supply.
- Proven track record of achievement in a senior management role involving the managing of adult health and social care services.
- Previous senior management experience in a Local Authority or similar agency.
- Proven track record of achieving and managing change, organisational development and service improvements.
- Evidence of success in establishing a positive performance culture, including business planning, target setting, performance appraisal and the management of staff groups.

- A proven track record of developing successful multi-disciplinary teams.
- Proven track record of working in successful partnerships with a range of internal and external bodies.
- Proven ability to deliver effective high performing and high-quality services.
- A demonstrable understanding of the legal, financial and political workings of local government and current best practice on tackling the many challenges facing large London boroughs such as Croydon.
- Proven leadership skills, including the ability to inspire and motivate others, individually and in teams.
- Proven ability to see services in the Council-wide context and think across functional and organisation boundaries.
- Thorough knowledge of the professional/technical aspects of adult social care and a proven ability to implement creative and imaginative approaches and identify new options for service development.
- Evidence of achievement as a clear, strategic and lateral thinker; able to be an effective decision maker in a complex, fast paced and challenging environment.
- Experience of establishing and maintaining robust systems to ensure service users, carers, families and vulnerable adults are safe.

Special Conditions

Able to work outside of normal office hours when required and to be a part of the senior manager out-of-hours rota.

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REPORT TO:	APPOINTMENTS COMMITTEE 13 May 2019
SUBJECT:	APPOINTMENT TO DIRECTOR OF INTEGRATION AND INNOVATION
LEAD OFFICER:	Executive Director for Health, Wellbeing and Adults
CABINET MEMBER:	Councillor Jane Avis
WARDS:	All
CORPORATE PRIORITY/POLICY CONTEXT: The Council's management structure.	
FINANCIAL SUMMARY: The salary cost of this post is contained within the existing 2019/20 budget.	

1. RECOMMENDATIONS

- 1.1 Agree candidate selection for interview and subsequently agree an appointment to the post of Director of Integration and Innovation from the candidate(s) detailed in the Part B appendices to the agenda (to follow). Any appointment to be subject to the appointment notification process as set out in section 3.4 of part 4J of the Council's Constitution (Staff Employment Procedure Rules).

2. EXECUTIVE SUMMARY

- 2.1. This report seeks the Committee's approval to undertake the selection for the post of Director of Integration and Innovation.

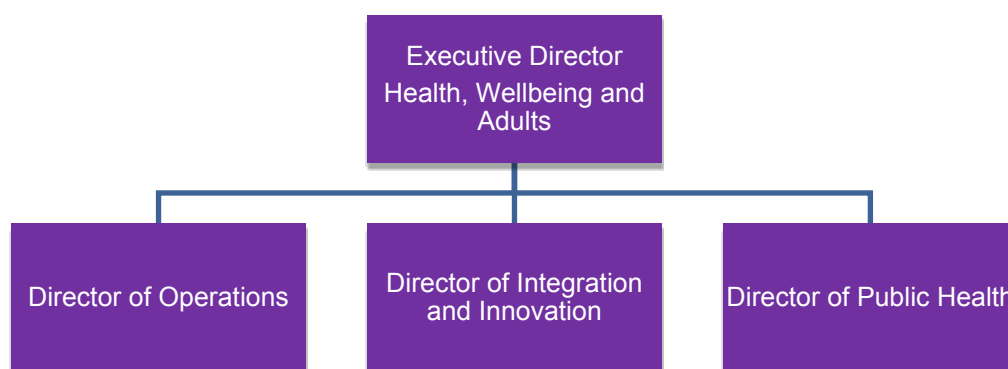
3. DETAIL

Background

- 3.1 There are a number of key drivers that have influenced the new management structure within the Health, Wellbeing and Adults Department, and drive forward a stronger collaborative approach for the communities of Croydon. The Council continues to see increases in demand for services and increased complexity of cases meaning that since April 2018, there has been a 17% increase in the number of care packages. As we move in to a new financial year, the pressures are predicted to continue. The national adult social care funding gap will still be at around £2bn and our budget planning is further impacted by the delay in publishing the Social Care green paper. Our Adult Social Care and All Age Disability Division restructuring will help to ensure that we protect frontline service and continue to deliver valuable

services to vulnerable residents through:

- 3.1.1 **New ways of working for Croydon** - The Councils new operating model intends to provide services on a locality footprint, and these will be tailored towards the needs of the local population. The Health, Wellbeing and Adults Directorate, will support this approach by working to the same locality based footprint which also aligns to the integrated care networks, huddles and community developments.
 - 3.1.2 **Health & Social Care Integration** - National drivers and challenges within health and social care services support the case for an integrated approach to services for adults, to manage demand and build resilient service provision that reflect user needs.
 - 3.1.3 **Wider Adults improvement journey** - It is recognised nationally there is a financial crisis in adult social care linked to demography and complexity of conditions that require further changes if we are to create a sustainable system for social care in the future. Health, Wellbeing and Adults Services are facing a high level of demand for services and we are finding that people are accessing care and support services at crisis point. We need to intervene earlier and provide different support including better signposting to other services in order to encourage residents to have greater levels of resilience and independence.
 - 3.1.4 **Focus on Digital and Systems Transformation** - An essential part of developing the best ways to deliver our wide range of essential public services, is to make it faster, simpler and more satisfying for our residents and users to engage with the Council and access our support. This means we will invest in the development of our digital proposition and the sustainability of our ICT strategy. Providing information, advice and guidance at points of access to enable choice and control to the person requiring support and entry into statutory services alongside promotion and re-direction to support where needed
- 3.2 It is therefore proposed that the departmental management team reporting to the Executive Director role will be as follows:-



Localism Act 2011 and Pay Policy

- 3.3 Following the decision of the Annual Council meeting on 03 June 2014, the Appointments Committee has delegated responsibility for approving appointments

beyond 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 at or above a specified threshold are offered; and severance packages at or beyond a specified threshold are approved for staff leaving the Council's employment. For both these purposes, the specified threshold is currently £100,000 as set by Government.

- 3.4 As set out in the Council's pay policy, directors are appointed on fixed pay points, which are determined locally and subject to local review every two years. The pay policy for 2019/20 agreed by the Council on 27 February 2019 agreed a fixed pay point for the Director of Integration and Innovation at £98,838. As it is proposed to appoint the Director of Integration and Innovation on a salary package lower than the specified threshold, the Committee's delegated responsibilities are not engaged and there is no need for the Committee to agree the salary.

4 FINANCIAL AND RISK CONSIDERATIONS

4.1 Revenue and Capital consequences of report recommendations

	Current year*	Future Years		
	2019/2020	2020/21	2021/22**	2022/23**
	£'000	£'000	£'000	£'000
Revenue Budget available	82.365	98.838	98.838	98.838
Effect of decision	82.365	98.838	98.838	98.838
Overspend / (underspend)	0	0	0	0

* the assumption for 2019/120 is that the appointment will be made for 10 months of the financial year, this may vary depending on the availability of the successful candidate.

** Subject to future pay award.

4.2 The effect of the decision

This is an established post and the budget identified in section 4.1 above has been aligned to the anticipated start date of the successful candidate. The appointment is expected to be effective from 1st June 2019 and the salary costs arising from this decision can be met from the existing 2019/20 budget.

4.3 Risks

There is a risk of being unable to retain the right calibre of person to this role if the salary is not comparable to the market.

4.4 Options

The alternative option of not filling the role; and for not making provision to appoint within the parameters of the Council's agreed Pay Policy Statement, is not considered sustainable or viable option as explained in paragraph 4.3 above.

4.5 Future savings/efficiencies

None identified.

Approved by: Lisa Taylor, Director of Finance, Investment and Risk (S151 Officer)

5 COMMENTS OF THE ACTING COUNCIL SOLICITOR AND ACTING 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.

5.2 The Council's Staff Employment Procedure Rules at Part 4.J of the Constitution provide for a notification process to ensure that the Leader and any other Cabinet Members have no objections to the offer of appointment occurs before an offer of appointment is made to him/her.

Approved by: Sandra Herbert Head of Corporate and Litigation Law for and on behalf of Sean Murphy, Interim Director of Law and Governance.

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: Sue Moorman, Director of Human Resources

BACKGROUND DOCUMENTS: None

APPENDIX A: Job description for the role of Director of Integration and Innovation.

Director of Inegration and Innovation

The post holder will work as part of the council's extended leadership team with a direct report to the Executive Director of Health, Wellbeing and Adults. The post holder will be expected to deputise for the Executive Director and represent the council and partners at national and London meetings.

Reports to: Executive Director of Health, Wellbeing and Adults

Responsibility for: Innovation and Change
Business and Service Continuity

Job Purpose:

To provide organisational and systems leadership to the council and its partners that drives forward greater health and social care integration to achieve better outcomes for Croydon residents. The director will work collaboratively with all Health, Wellbeing and Adult services, commissioners and partners to identify opportunities for service transformation, such as insourcing. As well as, being accountable for business continuity and resilience, and innovation and change programmes across the wider department for Health, Wellbeing and Adults.

Key Deliverables:

Leading the strategic direction of the service towards greater integration across health and social care which will include but not be limited to:

- Lead on the implementation of strategic changes driven by national government, the council, the NHS, and/or other key partners to enable responsive, effective and efficient services.
- Act as an expert leader for system leadership and integrated care by applying creative and innovative techniques to the system integration; taking learning from national and international best practice and non-healthcare sectors where appropriate.
- Ensure that the development and transformation of services are responsive to the diverse needs of all community members and enables adults with social care needs to have access to personalised, flexible and integrated care; and support that maximises self-directed models and promotes independence, dignity and choice whilst safeguarding individuals at risk of harm.
- Lead on the development and implementation of innovative integrated commissioning and contracting mechanisms, shared risk approaches commercial structures to enable further development of the Alliance and wider strategic partnerships across Croydon.

- Seek opportunities for increasing resources for the department by securing and managing external funding.
- To operate within the governance, financial and legal framework of the council at all times.
- Ensure equalities is embedded into all aspects of professional and managerial role, including service delivery and at all times carry out your duties with due regard to the council's policy.
- Ensure by robust management that the services and staff you are responsible for adhere to the council's health and safety policy and operate within the safety management framework.

The list of duties in the job description should not be regarded as exclusive or exhaustive. There will be other duties and requirements associated with your job and, in addition, as a term of your employment you may be required to undertake various other duties as may reasonably be required.

Your duties will be as set out in the above job description but please note that the council reserves the right to update your job description, from time to time, to reflect changes in, or to, your job.

You will be consulted about any proposed changes.

Key Stakeholder Relationships:

Internal:

This post will be required to liaise directly with a wide range of internal stakeholders including but not limited to:

Chief Executive;
Executive Directors and Directors;
Cabinet Member;
Corporate Business Partners;
Heads of Service and Service Managers;
Principle Social Worker;
Principle Occupational Therapist; and
Principle Mental Health Worker.

External:

This post will be required to liaise directly with a wide range of external stakeholders including but not limited to:

Government Departments and Agencies;
Professional Bodies;
Croydon Clinical Commissioning Group (CCG)
Directors of Adult Social Services (ADASS) Networks;
South West London Health and Care Providers;
One Croydon Alliance Partners; and
Members of Public and Community Groups.

Statutory Responsibilities:

This post has no assigned statutory responsibilities, however, it plays a key role in supporting those functions/post that hold statutory responsibilities.

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 will be required, on occasion to deputise for the Executive Director of Health, Wellbeing and Adults and will represent the council in a wide range of multi-agency forums.

Person Specification

Specific Minimum Qualifications and Expertise

- Degree or equivalent level qualification or substantial qualifying experience.
- Has undertaken further training and can evidence ongoing professional development.
- A high-level knowledge base in relation to social care legislation including the Care Act 2014 and Mental Health Legislation.

Experience

- Proven track record of strategic leadership, transforming, integrating and leading adult social care and health services and working in partnership with stakeholders and communities to develop, design and deliver services that reflect the needs of the community and delivers the best outcomes.
- Proven ability to lead a strategic team at a similar level in a large organisation thereby demonstrating leadership capability.
- Embedded understanding and track record of working across complex partnerships, governance structures and matrix working.
- Making decisions which will involve the handling of conflict views, sensitive information and drawing conclusions which may be contentious.
- Making judgements and balancing the evidence about the best course of action which may significantly affect individuals and/or communities
- Making decisions to ensure the effective co-ordination and management of resources to deliver strategic objectives and minimise risk where demand for services and/or support outstrips supply.
- Strong collaborative nature and ability to apply adaptive leadership style.
- Excellent oral, written and presentation skills and ability to influence at executive level.
- Strong negotiation and influencing skills.
- Demonstrate sound financial management and commitment to good governance; including regularity, probity and control in the discharge of all financial matters.
- Ability to deal with ambiguity and take a solutions focused approach to make decisions, take initiative, motivate and empower others into action.

- Strong analytical skills and lateral thinking to develop creative and innovative service solutions.
- Ability to scrutinise business cases, work with BAU and operational teams to ensure change readiness.
- Ability to analyse the 'as is' position and make recommendations, through a collaborative and evidence based approach, on moving to a new 'to be' position.
- Comfortable working with IT systems and learning how to leverage systems capabilities.
- Ability to shape, plan and lead the work of a team also utilising effective performance management.
- Ability to manage, motivate and develop staff.
- Resilience and drive to meet the demands and pressures of the post.
- Ability to manage and scrutinise complex budgets and financial methodologies.
- Ability to deputise for the Executive Director of Health, Wellbeing and Adults as required.
- Track record of promoting equality of opportunity.

Knowledge and Skills

- Knowledge of emerging integrated care systems development.
- Knowledge of the issues in relation to strategic commissioning and procurement activity for adult social care and health.
- Knowledge and experience of health and social care commissioning and integrated provider models of care.
- A strong understanding and experience of the regulatory, legislative and political environment in which we operate.
- Experience of change management processes such as risk management, planning, control and change readiness.
- Experience and knowledge of integrated contracting models, development of shared risk approaches and understanding of emerging integrated care systems.

- Knowledge of budgeting and value for money principles as well as knowledge of emerging integrated budget arrangements to ensure the most cost-effective outcomes are achieved within limited resources.

Special Conditions

Able to work outside of normal office hours when required and to be a part of the senior manager out-of-hours rota.

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