

Chief Officers' Employment Panel

AGENDA

DATE: Tuesday 1 November 2016

TIME: 6.00 pm

VENUE: Committee Room 6
Harrow Civic Centre

MEMBERSHIP (Quorum 3)

Chair: Councillor Sachin Shah

Councillors:

Keith Ferry (VC)
Glen Hearnden

Susan Hall
Barry Macleod-Cullinane

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AGENDA - PART I

1. MEMBERSHIP

To note under the provisions of the formula membership the attendance of the following nominee:

Original Member
Councillor Sue Anderson

Nominee Member Attending
Councillor Glen Hearnden

FOR INFORMATION

2. DECLARATIONS OF INTEREST

To receive declarations of disclosable pecuniary or non pecuniary interests, arising from business to be transacted at this meeting, from:

- (a) all Members of the Panel;
- (b) all other Members present.

3. MINUTES (Pages 3 - 6)

That the minutes of the meeting of the Chief Officers' Employment Panel held on 4 August 2016 be taken as read and signed as a correct record.

4. RECRUITMENT TO THE POST OF DIVISIONAL DIRECTOR OF HOUSING (Pages 7 - 18)

Report of the Head of People and Organisational Development

AGENDA - PART II

Nil

CHIEF OFFICERS' EMPLOYMENT PANEL MINUTES

4 AUGUST 2016

Chair: * Councillor Sachin Shah

Councillors: * Simon Brown * Susan Hall
* Keith Ferry * Barry Macleod-Cullinane

* Denotes Member present

73. Membership

RESOLVED: To note the attendance at this meeting of the following duly nominated Member:-

Ordinary Member

Nominated Member

Councillor Sue Anderson

Councillor Simon Brown

74. Declarations of Interest

RESOLVED: To note that there were no declarations of interests made by Members.

75. Minutes

RESOLVED: That the minutes of the meeting held on 14 July 2016 be taken as read and signed as a correct record subject to the following amendments:-

Minute 68 – Declarations of Interest – Councillors Barry Macleod-Cullinane and Paul Osborn campaigned against public sector bodies that made pay-off payments of over £100,000.

Minute 69 – Appointment of Vice-Chair – The following words be added as a preamble to the resolution ‘Having received two nominations for the appointment of Vice Chair and being put to the vote it was’.

RESOLVED ITEMS

76. Remuneration Packages of £100,000 or Greater

Members received a report of the Corporate Director, People, which sought approval for changes to the remuneration of two senior officer posts.

In introducing the report, the Corporate Director, People, stated that the proposal to uplift the salaries of two senior officers was a difficult issue to bring before Members given the current financial situation but that it was in the interests of the Council to do so. He explained that the uplift was essentially a retention payment to two highly marketable officers, whilst making £100,000 savings to senior management costs. He emphasised the risk to the Council should the officers leave and advised that they had been approached by both the public and private sector. The Corporate Director added that he had evidence in the form of recent job advertisements that it would be more expensive to replace the officers than to make the proposed retention payments.

A Member challenged the business case and expressed the view that the report had a number of shortcomings and was poorly presented, stating that it was not clear what salary the officers currently received. He stated that the job evaluations had not indicated that the salaries should be increased and that the business case only met two of the four criteria set out in the pay policy criteria. The Corporate Director advised that the current Director of Adult Social Services (DASS) was at the top of grade D2 and that the proposed supplement would result in an annual salary of £120,324 which was at the lower end of the salaries offered in recent adverts for similar posts. The DASS had previously been in receipt of an uplift in salary due to her role in Leisure Services which had now been withdrawn following a re-organisation. Similarly, a payment for being an Emergency Response Officer had been withdrawn and the DASS had taken a decision to forgo an essential car user allowance. The retention payment was also proposed as the postholder had taken on additional responsibilities..

In response to the comments in relation to job evaluation, the Corporate Director advised that this was not the sole justification for proposing an uplift. The proposals had been made in line with the Council’s retention policy. For the DASS, the payment would result in a standstill position in terms of salary. The Head of Adult Social Care had been appointed at the top of the salary scale three years ago and had not received any uplift despite taking on significant additional responsibilities due to the reduction in the size of the management team. The Corporate Director stated that he did not agree with the legal opinion that there was no market justification for the retention payments and reiterated that recent advertisements for similar roles demonstrated the salaries currently being offered elsewhere were in line with those proposed. He tabled copies of the advertisements for Members information.

A Member questioned whether the proposed payment would resolve the recruitment and retention issues if the payments did not result in salaries comparable to those being offered elsewhere. He suggested that the Leader of the Council should discuss this matter with the Director of Finance. The Corporate Director thanked the Member for his suggestion but commented that he personally would not accept a pay rise if offered under current circumstances.

A Member stated that whilst the current post holders were good officers she was concerned at the risks outlined in the legal paragraphs and expressed support for the views expressed in terms of the pay policy criteria. There were other good officers within the organisation that the Council would also be keen to retain and these proposals may set a precedent. The Corporate Director reassured Members that the proposals were in line with Council policy and there was already a precedent set for this kind of payment.

Having been put to the vote it was

RESOLVED: That, subject to annual review by the Corporate Director, People, in consultation with the Head of Human Resources and the relevant Portfolio Holder, the following market supplements be approved;

£5,865 per annum for the Director of Adult Social Services; and
£11,876 per annum for the Head of Adult Social Care.

(Note: Councillors Susan Hall and Barry Macleod-Cullinane wished to be recorded as having voted against the above Resolution as whilst it was not a reflection on the officers concerned the evidence and paperwork to support the proposal was not, in their opinion, adequate).

(Note: The meeting, having commenced at 7.00 pm, closed at 7.45 pm).

(Signed) COUNCILLOR SACHIN SHAH
Chair

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

Date of Meeting: 1st November 2016

Subject: Recruitment to the post of Divisional Director of Housing

Responsible Officer: Frances Mills, Head of People and OD

Exempt: No

Enclosures: Appendix 1: Draft Job Description & Person Specification – information only

Section 1 – Summary and Recommendations

This report makes a recommendation in relation to the remuneration for the post of Divisional Director of Housing.

Recommendations:

The Panel is requested to agree that the grade of D2 (£101,767 - £114,459) be applied to the post of Divisional Director of Housing.

Reason: (For recommendation)

To enable the appointment of a new Divisional Director of Housing at the appropriate salary in line with Council procedures .

Section 2 – Report

Background

2.1 The Council wishes to appoint a new Divisional Director of Housing.

2.2 The Chief Officers' Employment Panel (COEP) is responsible for approving the remuneration package if £100,000 or greater and for reporting back to Council for information purposes on all such approved remuneration packages.

Job Description and Person Specification

2.3 This is attached for reference of the panel.

Harrow Council's Pay Policy Statement 2016:

2.4 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.

2.6 The Council delegates authority to the Chief Officers' Employment Panel to make recommendations to Council on the appointment of the Head of Paid Service and make appointments of Chief Officers in accordance with the Council's Pay Policy.

Historical Post Information

2.9 The post has been filled since July 2009 on a contractor basis with an annual cost of £157,250 (excluding agency costs). The post was previously graded at D1.

Grade of Post

2.10 The post has been re-evaluated by HR and has been graded as D2 - £101,767 - £114,459 (from 1st April 2016).

Director of Housing Pay Comparators

2.11 Published pay details, for similar posts in neighbouring Boroughs are set out below for information:

London Borough	Pay Scale
Waltham Forest	Director of Housing £101,990 to £110,090 (Currently advertised)
Hackney	Director – Housing Up to £125k
Redbridge	Director of Environment, Housing and Community Services £130,000 - £134,999

Hounslow	Director Housing Max Salary for Grade: £119,159 (1 March 2016)
Ealing	Director of Built Environment Max Salary for Grade £110,910 (April 2016)

Remuneration Package

2.12 The Chief Officers' Employment Panel are therefore requested to agree that the post be graded as D2.

Arrangements for Selection

2.14 Provided the remuneration package is approved, arrangements can be made to shortlist and interview candidates.

Finance

2.15 A breakdown of the post funding is provided below:

Housing Revenue Account - 80%
General Fund – 20%

The element of the post's salary charged to the GF would be c.£27k at the bottom of the scale and c.£31k at the top of the scale. There is a general fund budget provision of £28k. Additional budget would have to be found within existing directorate resources if required.

Section 3 - Statutory Officer Clearance

Name: Dawn Calvert	<input checked="" type="checkbox"/>	Chief Financial Officer
Date: 05/10/2016		
Name: Caroline Eccles	<input checked="" type="checkbox"/>	On behalf of the Monitoring Officer
Date: 12/10/16		

Section 4 - Contact Details

Contact: Samantha Reilly, HR Business Partner, HR Shared Service
Email: samantha.reilly@harrow.gov.uk
DD: 07860 179558

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ROLE PROFILE

Job Title: Divisional Director of Housing

Grade: D2

Directorate: Community

Division / Section: Housing

Reports to: Corporate Director, Community

Date: 15 August 2016

1 ROLE PURPOSE

The post-holder is responsible for the strategic and general management of the Council's housing service including leaseholder management, homelessness and housing regeneration and for ensuring the Borough has a clear and deliverable mixed tenure Housing Strategy.

2 DIMENSIONS

The post-holder is responsible for the effective management of delegated budgets including:

- HRA 30-year Business Plan - Total value approximately £1.4 billion
- Annual HRA budget in the region of £31.5 million
- Annual General Fund budget in the region of £6.5 million
- Housing Regeneration programme in the region of £200 million
- Annual housing regeneration budget in the region of £20 million

3 CONTEXT

The Divisional Director Housing is one of three Divisional Directors that reports to the Corporate Director, Community. The Divisional Director Housing manages 5 Heads of Service (Asset Management, Regeneration, Resident Services, Housing Needs and Business Development and Transformation) and has overall responsibility for 220 staff.

The post is also a member of the Council's Corporate Leadership Group and works closely with Divisional Directors from other Departments on matters of strategic and operational importance to the Council. Current projects include; relocation of the Civic Centre site; supporting the establishment of the Council's first Local Lettings Agency, Corporate Health and Safety, and, a thorough Asset Review of the Council including Regeneration sites.

Overall, the post-holder will focus on three key areas:

- General management of Council owned and leaseholder properties
- Homelessness prevention and management

- Housing Strategy and Regeneration for the Borough

In addition, the Housing Service has a single Portfolio Holder who is also a Cabinet Member.

Asset Management

The Asset Management team are responsible for repair and improvements to the Council's housing stock, undertaking responsive repair and void work, as well as a comprehensive M+E programme and H+S works and an ambitious capital programme to deliver our Better Homes Standard.

The Divisional Director leads this work by setting objectives for the service, monitoring both compliance and delivery of multiple contracts through monthly Contracts Board; delivery of adaptations through Special Needs Panels; Health and Safety through a quarterly board and regular budget monitoring.

Regeneration, Assets and New Supply

The Divisional Director provides broad strategic direction and forms a link to wider corporate objectives. Lobbies for housing solutions in discussions around corporate priorities and chairs internal departmental regeneration panel that oversees delivery of Housing Investment priorities with the Portfolio Holder.

Housing Needs

The Divisional Director leads this work by setting objectives for the service, liaising closely with the Portfolio Holder, other senior members and other Directors/CEO to advise on budget pressures and mitigations. The Divisional Director articulates the need for more social and other Council developed housing to meet homelessness pressures.

Resident Services

The Divisional Director oversees the day to day management of 5,000 Council homes and 1,000 leaseholder properties. The Divisional Director leads this work by setting objectives, monitors performance and through regular meetings and dialogue with the Head of Service. This service is a very high profile one as far as Elected Members are concerned as the estate based customer service nature of this role is critical to customer satisfaction and subsequently can have a major impact in local elected member case loads. The Divisional Director is responsible for ensuring that all staff realise this and that the service maintains a good relationship and reputation with tenants, leaseholders and elected Members.

Business Development and Transformation

The Divisional Director leads this work by setting objectives for the whole housing service in terms of the Housing Ambition Plan and associated People Ambition Plan and for the BDT Team.

4 MAIN DUTIES / ACCOUNTABILITIES

	Generic Duties/Accountabilities
	General Management
1.	Implement and champion, through service and staff development, the Council's Health and Safety, Equal Opportunity and Information Security Policies.
2.	Promote and ensure participation in the Council's IIP, performance management and training initiatives, information governance initiatives and information management best practice.
3.	To ensure that the post holder complies with their responsibilities as laid out in the council's health and safety policy and takes an active role in promoting a positive health and safety culture.
4.	To support the operation of local and general elections when requested by the Returning Officer.
5.	To manage the function so that the services provided are responsive to customer requirements, accessible to all areas of the community and provide value for money.
6.	To develop the structures, systems and policies necessary to support effective service delivery.
7.	To motivate, train, develop and performance manage staff to maintain an effective workforce capable of meeting its objectives.
8.	To formulate annual operational plans and budgets for the function so that there are clear priorities and appropriate resources are allocated to their achievement.
9.	To resolve the most complex and high level operational issues so that they are resolved effectively and precedents are set for the resolution of similar issues.
10.	To develop longer term (2-3 years) plans for the services managed so that they are developed in line with Council and Government priorities and customer requirements.
11.	To ensure services link effectively with related service provision, within or external to the Council, so that coherent and value for money services are provided. Where appropriate, and in conjunction with other service providers, to undertake joint planning of service delivery and/or for the closer integration of service provision.
12.	Prepare monitor and control the service budget to ensure that expenditure is in line with the agreed business plan.
13.	To manage the teams and service provided in a way that promotes the Council's approach to diversity.
	Service Specific Duties/ Accountabilities
	Leadership
14.	Together with the Corporate Director and in collaboration with elected members, establish and implement a vision for Housing in Harrow.
15.	Demonstrate effective strategic leadership and good governance through high standards of personal behaviour
16.	Deliver efficiency and value for money and maximise all commercialisation opportunities.
17.	Develop and maintain systems and processes to develop capability, skills and knowledge at all levels within Housing, maintaining a culture that encourages innovation, commitment and improvement and ensures that staff feel valued and respected.
18.	Provide well-evidenced and sound advice on Housing directly to the Chief Executive, Corporate Director, Cabinet, Portfolio Holders and other members of Council and attend, Cabinet and other Committees and events as required.
19.	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 the West London Housing Partnership and the London Housing Directors group. Maintain a clear Communications Strategy.
20.	Lead and direct corporate and cross council activities as specified by the Chief Executive and/or Corporate Director.
21.	Deputise for the Corporate Director within functional areas and other areas as specified by the Corporate Director.
	Commissioning
22.	Maintain and develop an effective framework for consultation and engagement with tenants and leaseholders, staff, trade unions, voluntary and community organisations, partners and other stakeholders.
23.	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 tenants, leaseholders and other customers of the service.
24.	Oversee and ensure implementation of the Housing Ambition Plan and the active engagement of all staff in its continuing development, monitoring and delivery.
25.	Manage the Housing Contracts Board ensuring all contracts are well managed; achieve value for money and high levels of customer satisfaction.
26.	Manage the Housing Health and Safety Boards ensuring that risk registers are continually updated and identify all the actions required to give confidence that the service and its users are safe.
	Partnership
27.	Promote and maintain effective relationships with key partners such as RPs and other London Housing Bodies including the London Directors Group and the West London Housing Partnership.
28.	Maintain and develop effective relationships with relevant government departments and other national or regional bodies including London Council's.
29.	Proactively engage with other housing providers to explore and maximise any commercialisation potential.
	Performance and Resource Management
30.	Maintain a viable 30 year HRA business plan ensuring surpluses are used for the benefit of Harrow's tenants and leaseholders.
31.	Ensure that the growing homelessness pressures and costs are continually monitored, reported and provide mitigation at every opportunity.
32.	Provide robust performance management that tracks delivery of the Housing Ambition Plan; the Housing Contracts Board; the Housing Health and Safety Boards and provides regular and informed reports to the Corporate Director and meets other corporate reporting requirements.
	Equality and Diversity
33.	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.
34.	Responsible for the day to day management of approximately 5,000 Council Homes and 1,200 leasehold properties.
35.	Responsible for the strategic management, prevention of, and day to day management of homelessness.
36.	Responsible for the formulation, implementation and ongoing Housing Strategy for the Borough including the Private Sector Strategy.
37.	Responsible for Housing Regeneration and the provision of Affordable Homes.
38.	Responsible for the maintenance of the 30 year HRA Business Plan.
39.	Development and Maintenance of strategic partnerships essential to the service.
40.	Fulfil the role of the Divisional Director of Housing and ensure that the associated statutory

	duties are discharged, particularly in relation to a range of Housing Acts, and Homelessness duties and any other housing associated current and future legislation.
41.	Lead and direct the effective development and implementation of the Housing Services Plan on behalf of the Council and support the development and implementation of the: <ul style="list-style-type: none"> • Housing Strategy • Homelessness Strategy • Private Sector Strategy • Asset Management Strategy • Housing Regeneration programme • Affordable housing programme
42.	To act as lead officer and directly advise the Corporate Director, relevant council committees and panels including Cabinet and Scrutiny sub committees and council members on all strategic policies and practices relating to the Housing Service.

5. SELECTION CRITERIA

Note for applicants - The selection criteria sets out the knowledge, experience, skills, qualifications and training required to perform the duties of the post for which you are applying. In your application you should summarise how your knowledge, experience, skills gained in paid or unpaid work, study or training, meets each of the selection criteria marked 'A' below, including your awareness, understanding and commitment to equality and diversity in employment and service delivery. If you fail to do so, you will not be shortlisted.

Shortlisting will be on the basis of assessing the selection criteria marked 'A'

Note for managers - List the selection criteria that are essential for individuals to possess in order to do the job. Equality & diversity criteria must be built into the selection criteria to assess understanding, awareness and commitment to equality and diversity in employment and service delivery and how individuals will apply it when carrying out their duties.

Clearly indicate in the end column which **method of assessment** or combination of methods will be used to assess each criteria i.e. Application (A), Interview (I), Test (T)

Ranking Order – All criteria must be numerically ranked (in the ranking order column) in order of importance with the most important criteria ranked highest relative to other criteria i.e. the most important criteria be given the ranking order of 1, the next most important 2 and so on. Where 2 or more criteria are equally important, they should be ranked the same i.e. both given the same ranking order of 1 for example.

Ranking Order	Knowledge Indicator (Define the knowledge that is essential to the job e.g. particular legislation related to the job)	Method of Assessment
1	a. A comprehensive understanding of the legislative framework governing the delivery of housing services	I
1	b. A comprehensive understanding of financial management processes within housing services and in particular the HRA	A/I
1	c. A comprehensive understanding of the Local Government sector and the wider environment, in particular, the financial pressures and opportunities facing the housing service	A
2	d. A good understanding of commercialisation and its application within the housing sector	I
	Experience	Method of Assessment

	(Specify the range, type and depth of experience required rather than being general or just specifying the number of years and consider relevant unpaid work)	
1	e. Significant experience of working at a senior management and/or leadership level in the delivery of housing services within a diverse community	A
2	f. Significant experience of working at a senior management and/or director level within a local authority or other complex organisation	A
1	g. Significant experience of managing substantial budgets through rigorous financial management systems and processes within a wider corporate framework	A
2	h. Significant experience of strategic planning of housing services and ongoing performance management to ensure cost effective delivery and achievement of services	A
2	i. Track record of successfully engaging customers in service development, delivery and evaluation to achieve high satisfaction levels from customers	A/I
2	j. Track record of leading and implementing change to achieve improved outcomes within the service	A/I
2	k. Track record in developing and implementing commercial initiatives within a housing service	A/I
1	l. Track record of leading and managing people through effective performance management	A
1	m. Significant experience of working in partnership and collaboration with internal and external stakeholders within a Housing service setting	A
2	n. Track record in delivering successful housing regeneration initiatives	A
	Education, Qualifications and Training (Specify only essential qualifications that can be justified and equivalent qualifications gained outside the UK, consider work related qualifications e.g. NVQ's. Remember relevant experience can be in addition to or instead of qualifications. If no qualifications are required, this section can be left blank)	Method of Assessment
1	o. Educated to degree level and/or equivalent through relevant training and experience	A
1	p. Relevant professional qualification and/or evidence of continuing professional development	A
	Skills and Abilities (Specify type and level of skills and abilities relevant to the job that can be measured, e.g. accurate recording)	Method of Assessment
1	q. Ability to develop a vision and strategy for the future of Housing services in the short, medium and long term	I/T
1	r. Ability to engage and communicate effectively with a wide range of internal and external stakeholders at all levels including Members and trade unions	I/T
1	s. Ability to lead, enthuse, motivate and inspire staff to commit to and achieve the vision of the service	I/T
1	t. Enthusiasm to work collaboratively across multidisciplinary teams to achieve corporate goals and ambitions	A/I
1	u. Ability to manage complex financial budgets ensuring compliance within a corporate framework	A/I
2	v. Ability to deliver within a challenging and rapidly changing environment	A/I
2	w. Strong ability to analyse data and information to identify	I

	problem and solutions	
2	x. Strong proficiency in IT	I
	Other Essential Factors (Specify criteria directly related to the job e.g. ability to work unsocial hours, physical requirements, distinguish between 'need' and 'convenience' so it is justifiable and not discriminatory e.g. to women or disabled applicants. Include Genuine Occupational Qualifications or Requirements (GOQ's or GOR's) here if an essential requirement)	<u>Method of Assessment</u>
1	y. Willingness to work flexibly in order to meet the needs of the service	I
1	z. Must have a clear understanding of the diverse nature of Harrow's communities and the implications for Housing and the impact on Harrow residents and service users.	A/I

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