

Chief Officers' Employment Panel

AGENDA

DATE: Tuesday 26 February 2019

TIME: 7.30 pm

VENUE: Committee Room 5, Harrow Civic Centre, Station Road, Harrow, HA1 2XY

MEMBERSHIP (Quorum 3)

Chair: Councillor Graham Henson

Councillors:

Keith Ferry
Christine Robson

Marilyn Ashton
Paul Osborn

Contact: Alison Atherton, Senior Professional - Democratic Services
Tel: 020 8424 1266 E-mail: alison.atherton@harrow.gov.uk

Useful Information

Meeting details:

This meeting is open to the press and public.

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<http://www.harrow.gov.uk/site/scripts/location.php>.

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When present in the meeting room, silent mode should be enabled for all mobile devices.

Meeting access / special requirements.

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Agenda publication date: Friday 15 February 2019

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 Christine Robson

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 5 - 8)

That the minutes of the meeting of the Chief Officers' Employment Panel held on 31 January 2019 be taken as read and signed as a correct record.

4. RECRUITMENT TO SENIOR MANAGEMENT ROLES (Pages 9 - 38)

Report of the Chief Executive

AGENDA - PART II

NIL

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CHIEF OFFICERS' EMPLOYMENT PANEL MINUTES

31 JANUARY 2019

Chair: * Councillor Simon Brown

Councillors: * Maxine Henson * Paul Osborn
* Chris Mote * Varsha Parmar

* Denotes Member present

22. Membership

RESOLVED: To note the attendance at this meeting of the following duly appointed nominated Members:

Ordinary Member

Councillor Sue Anderson
Councillor Marilyn Ashton
Councillor Keith Ferry
Councillor Graham Henson

Nominee Member Attending

Councillor Simon Brown
Councillor Chris Mote
Councillor Varsha Parmar
Councillor Maxine Henson

23. Chair for the Meeting

RESOLVED: That Councillor Simon Brown be appointed as Chair of the meeting.

24. Declarations of Interest

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

25. Minutes

RESOLVED: That the minutes of the meeting held on 13 November 2018 be taken as read and signed as a correct record.

RESOLVED ITEMS

26. Appointment of the Director of Adult Social Services

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

The Corporate Director, People (interim) outlined the content of the report and advised that Penna, the appointed recruitment consultants, had carried out an extensive recruitment process. He drew Members' attention to the salaries paid in 2017 to other DASS across London. A Member commented that Harrow appeared to be paying at the lower end of the salary range.

In response to a Member's question, the Corporate Director, People (interim) advised that the period between the current postholder leaving the Council's employ and the new DASS starting was likely to be between two to six weeks given the likely required notice periods.

RESOLVED: That

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

27. Exclusion of the Press and Public

RESOLVED: That in accordance with Part I of Schedule 12A to the Local Government Act 1972, the press and public be excluded from the meeting for the following item for the reasons set out below:

<u>Item</u>	<u>Title</u>	<u>Reason</u>
7.	Appointment of the Director of	Information under paragraph 1

28. Appointment of the Director of Adult Social Services

The Panel, having interviewed three shortlisted candidates for the post of Director of Adult Services, received feedback from stakeholders including Public Health, service area team leaders and the Corporate Strategy Board.

RESOLVED: That the Corporate Director, People (interim) appoint Angela Morris, Director of Social Services, Royal Borough of Windsor and Maidenhead and Wokingham Borough Council, to the post of Director of Adult Social Services, subject to there being no 'well founded objections' by members of Cabinet.

(Note: The meeting, having commenced at 2.02 pm, closed at 5.57 pm).

(Signed) COUNCILLOR SIMON BROWN
Chair

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

Date of Meeting:	26 th February 2019
Subject:	Recruitment to senior management roles
Responsible Officer:	Sean Harriss, Chief Executive
Exempt:	No
Enclosures:	Appendix 1 – Role Profile for the Corporate Director of People Services Appendix 2 – Role Profile for the Corporate Director of Resources Appendix 3 – Role Profile for the Corporate Director Community Appendix 4 – Role Profile for the Commercial Development Director (to follow) Appendix 5 - Additional Responsibilities allocated to Resources Senior Management Appendix 6 – Role Profile for the Head of Human Resources and Development Appendix 7 - Director grade salaries

Section 1 - Summary & Recommendations

This report reviews the senior management structure of the Council and proposes recruitment to vacant posts, the creation of new posts, recognising additional responsibilities and approval of remuneration packages.

Recommendations:

The Panel is requested to

1. Approve the role profiles, salary packages, job tenures and recruitment processes for the posts of Corporate Director People Services and Corporate Director Resources;
2. Approve the revised role profile for the post of Corporate Director Community and the payment of a one-off honorarium of £7,000;
3. Approve the role profiles, salary packages, job tenures and recruitment processes for the posts of Commercial Development Director and Head of HR and Development;
4. Authorise the Chief Executive to amend the role profiles and pay either acting up allowances or higher grades to reflect additional responsibilities within the Resources Directorate; and
5. Authorise the Chief Executive to make minor amendments to the role profiles under consideration following consultation with the Leader.

Section 2 - Report

Background

At the Chief Officers' Employment Panel (COEP) on 13th September 2017 Visva Sathasivam was appointed Director of Adult Services on an interim basis. At the meeting of the Panel on 19th February 2018 the following additional interim arrangements were put in place:

- i. the Corporate Director of Community be responsible for the Planning and Regeneration Directorate and line manage the Divisional Director of Regeneration and Planning;
- ii. the Director of Finance take on the additional responsibilities as itemised in the report and receive an acting up allowance;
- iii. the Divisional Director Strategic Commissioning take on the additional responsibilities as itemised in the report and receive an acting up allowance; and

- iv. the Divisional Director Commissioning and Commercial Services take on the additional responsibilities as itemised in the report and receive an acting up allowance.

The Panel also agreed to recruit on an interim basis to the post of Corporate Director of People Services. At the meeting on 28th February 2018 the Panel agreed to appoint Paul Hewitt to the post.

At the meeting on 26th March 2018, the Panel agreed to the recruitment on an interim basis to the then temporarily vacant post of Divisional Director of Children and Young People Service.

On 28th June 2018, the Panel agreed to extend the above interim arrangements until after the recruitment of the Chief Executive who would then recommend his/her permanent senior management structure.

At the Panel's meeting held on 18th October 2018, it was agreed that the Corporate Director of People Services recruit to the post of Director of Adult Social Services at D2 grade. This recruitment was successful with a permanent appointment made at the COEP meeting on 31st January 2019.

The Divisional Director Commissioning and Commercial Services ceased to undertake the additional responsibilities referred to above on 31st December 2018.

Review of the Current Management Structure

The Council has a significant number of challenges and opportunities; specifically, budget, regeneration and adult social care. To ensure that there is continued momentum to address these issues, there is a need to act at pace to review the Corporate Strategy Board (CSB) structure and Chief Officer capacity to deliver. Structures and roles therefore need to be agreed quickly to provide organisational clarity and ensure that there is sufficient capacity to deliver.

At a strategic level, the overall structure and how it is operating in practice is fit for purpose. As the structure is sound and the officers professional and competent, given the scale of the opportunities and challenges, a restructuring exercise is not appropriate at this time. The proposed changes move forward on this basis, putting in place the necessary actions to finalise the Corporate Director posts, confirming existing arrangements and adding the necessary capacity to deliver on the Council's regeneration plans.

Given the scale and complexity of the opportunities facing the Council over the next two years, it is necessary to ensure that expertise and capacity is in place to ensure effective development and delivery across key areas such as organisational transformation and regeneration.

However, whilst these resources are required for the medium term, it is anticipated that there will be a need to revisit the overall senior management

structure as part of the Medium Term Financial Strategy (MTFS) with a view to reducing overall expenditure by 2021//22.

Corporate Director Posts

At the Corporate Director level, it is recommended that the current model should therefore remain the Corporate Directors of People Services, Resources and Community. Two of these posts are vacant and each is dealt with in turn.

Corporate Director of People Services

The Corporate Director of People Services (Grade D4) is a Chief Officer post and has been filled on an interim basis since 28th February 2018 by Paul Hewitt. It is proposed that this be filled on a permanent basis using the role profile at Appendix 1.

It is proposed that the interim post holder and other suitably qualified internal candidates be invited to apply for this post by way of supporting statement and CV. Upon receipt a further meeting of this Panel will interview the applicants and decide whether to make an appointment. If no appointment is made the Panel will be asked to agree how the post should be recruited to.

In the event that the interim post holder is appointed, a further Panel will be convened to agree how to recruit to what would then be the vacant post of Divisional Director Children and Young People Service (Grade D2).

As the Corporate Director of People Services is a Chief Officer, post an offer of employment can only be made once members of Cabinet have been given 5 clear working days to express any well-founded objections.

Corporate Director Resources

The Corporate Director, Resources (Grade D4) is a non statutory Chief Officer post. This role has been vacant since January 2018 when the postholder became the interim Chief Executive (Head of Paid Service), with the duties then covered on a temporary basis by other senior managers.

On reviewing the structure, the absence of an officer in this role is a major capacity gap to drive forward organisational transformation, development and delivery of the MTFS and the corporate capacity to deliver regeneration.

It is therefore proposed to recruit to this post on a fixed term contract to both provide corporate capacity in the short term and potential savings going forward.

Given the competitive nature of the market for senior posts and the short-term nature of appointment, it may be necessary to offer a market supplement to attract a suitably qualified and experienced candidate. Authority is therefore sought for a market supplement of up to £15,000 pa.

To ensure that this role is filled as soon as possible, it is proposed to advertise internally and externally through expressions of interest (supporting statements) and CVs using the role profile at Appendix 2. Additionally it is proposed to appoint 2-3 recruitment agencies to source external candidates. Secondments from other public sector organisations will also be considered.

Upon receipt of applications, the Panel will meet to interview shortlisted applicants and decide whether to make an appointment.

As the Corporate Director of Resources is a Chief Officer post, an offer of employment can only be made once members of Cabinet have been given 5 clear working days to express any well founded objections.

Corporate Director Community

This role is a non-statutory Chief Officer post (Grade D4). It is proposed that the temporary transfer of the Planning and Regeneration Directorate to the Corporate Director Community be now confirmed as a permanent change in responsibilities, and that the amended role profile at Appendix 3 be agreed. No additional remuneration has been paid for these duties and it is also proposed that a one-off honorarium of £7,000 be paid for undertaking these duties.

Corporate Director role profiles

Role profiles for the Corporate Director posts are attached at Appendices 1 to 3. The Panel is requested to agree the role profiles subject to any further amendment as provided in paragraph below.

Some further amendments may be appropriate as the structure is implemented and therefore the Panel is requested to authorise the Chief Executive to make any future amendments to Chief Officer job descriptions necessary to embed the senior management structural arrangements.

Director Posts

Commercial Development Director

The Council's regeneration programme is rightly ambitious and at the same time challenging. Key objectives are; accelerating the pace of delivery with 2000 + new homes for Harrow people and maximising the financial return to the Council through regenerating the Council's property assets and sense of place. In terms of skills and capacity, the Aspire review confirmed that the scale of development in Harrow requires:

- a) Focussed leadership experienced in delivery
- b) it being underpinned by a commercial rigour at each and every stage, and

- c) an integrated approach to development, procurement, design, construction and operation

To progress successfully through the Joint Venture pre-market and procurement and set up phases is a sizeable workload and requires new capacity and capability within the Council, alongside delivering the existing programme of commitments and developments.

The re-focussed Harrow regeneration strategy requires three key roles to be put in place on 18 month to two year fixed term contracts driven by key deliverables to be achieved and led by a Commercial Development Director, with an absolute focus on:

- Delivering commercial opportunities for the Council to maximise financial returns
- Building commercial relationships with developers and investors / funders
- Leading and securing joint venture / development agreement negotiations
- Securing the best deal for Harrow

It is proposed that this new post be recruited to on a fixed term contract for up to 2 years based on the role profile attached at Appendix 4. This post will replace the Divisional Director of Regeneration and Planning and it is likely that the remuneration will exceed £100,000.

Director of Finance & Divisional Director – Strategic Commissioning

Since February 2018 the Director of Finance (D2 Grade) and the Divisional Director – Strategic Commissioning (D1 Grade) have undertaken additional responsibilities and been paid acting up allowances, details of which are attached at Appendix 5.

Given these arrangements are working effectively it is proposed that they are made permanent and the role profiles for the two posts amended accordingly. Before this can be implemented, consultation needs to be carried out in the Resources Directorate in accordance with Harrow's Change Management and Organisational Review Policy and Procedure.

Accordingly, authority is sought for the Chief Executive to amend role profiles within the Resources Directorate and to either pay at a higher grade or acting up allowance to reflect new responsibilities.

Head of Human Resources (HR) and Development

The HR Shared Service with Buckinghamshire County Council will end on 30th September 2019. A number of HR staff will return to Harrow under the TUPE regulations but a service lead will not. Given the importance of this service to the organisation, it is recommended that a new post of Head of HR and Development be created and recruited to on a permanent basis. A role profile is attached at Appendix 6 and has been evaluated at D1. The top pay point of this grade will exceed £100,000 from 1st April 2019.

Director grade salaries

Attached at Appendix 7 are the current Director Grade salary ranges and the salary ranges from 1st April 2019.

3. LEGAL COMMENTS

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

4. FINANCIAL IMPLICATIONS

- 4.1 The financial implications of this report will be contained within the current resources of the appropriate directorate.
- 4.2 The interim senior management arrangements last reported to COEP on 28 June 2018 have achieved a saving to the Council of £23k per month. This efficiency will not continue into 2019/20 as a result of posts being recruited to.

RISK MANAGEMENT IMPLICATIONS

Risk included on Directorates risk registers? **No**

Separate risk register in place? **No**

The report complies with the Chief Officer and senior manager contractual terms and conditions of employment and relevant employment law.

Equalities Implications

Was an Equality Impact Assessment carried out? **No**

An Equality Impact Assessment (EqIA) has not been carried out, as the diversity of senior management is reported annually to the Employees' Consultative Forum. The latest annual report considered in December 2018 identified from the Council's workforce profile data, that there is an under representation of women, BAME and disabled staff in the current senior management structure. The following actions have been proposed over the last number of years:

- The Council will ensure all affected managers are treated fairly and there is no discrimination.
- The Council will continue to promote equality of opportunity and encourage and facilitate the development and appointment of underrepresented groups into senior posts.

As the Change Management and Organisational Review Policy and Procedure will be used to implement the new structure, first consideration to either assimilation or ring-fencing is contractually required. The outcome of this exercise may result in no change to this under representation.

The Council will continue to monitor the representation of women, black and ethnic minorities and those with a disability in senior management through performance indicators and report this annually to the Employees' Consultative Forum.

Council Priorities

The Council's vision and priorities are supported by extending these arrangements.

The Council's vision:

Working Together to Make a Difference for Harrow

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

Section 3 - Statutory Officer Clearance

Name: Dawn Calvert Chief Financial Officer

Date: 14 February 2019

Name: Hugh Peart Monitoring Officer

Date: 15 February 2019

Ward Councillors notified: NO

Section 4 - Contact Details and Background Papers

Contact: John Kitching, Employee and Customer Relations Manager
john.kitching@harrow.gov.uk

Background Papers:

Minutes of the Chief Officer Employment Panel from 28th February 2018.

Minutes of the Chief Officer Employment Panel from 28th June 2018.

Appendix 1

CORPORATE DIRECTOR OF PEOPLE SERVICES

Responsible to: Chief Executive

Job Purpose

The post is one of three Corporate Directors responsible with the Chief Executive for the strategic and general management of the Council and specifically the People Directorate.

To be the Council's Director of Children's Services and responsible for duties as set out in the statutory guidance on role and responsibilities.

The post is responsible for managing the Directors of Adult Social Services and Public Health and ensuring that they are able to undertake their duties as set out in the statutory guidance on role and responsibilities.

MAIN ACCOUNTABILITIES

Leadership

1. Together with the Chief Executive and members of the Council's Management Board, and in collaboration with elected members, establish and implement a vision for Harrow in the development of its services, organisation and workforce.
2. Model the Council's values in everything and use the values to set clear expectations of others; recognising and reinforcing positive behaviours and addressing undesirable behaviours.
3. Demonstrate good governance and ensure that structures and processes inform sound decision-making and service delivery
4. Deliver efficiency and value for money and sound financial management
5. Develop and maintain systems and processes to develop capability, skills and knowledge at all levels within the organisation
6. Develop and maintain a culture that encourages innovation and improvement
7. Develop and maintain a healthy and effective interface between the Council Members and Officers

8. Provide well-evidenced and sound advice directly to the Chief Executive, Cabinet, Portfolio Holders and other members of Council and attend Council, Cabinet and other committees and events as required
9. Promote a positive image of Harrow externally and represent the Council at local and national level attending and presenting at such conferences, seminars, meetings and working parties as may be required.
10. Represent the Council and/or the Chief Executive in discussions with partner organisations and other stakeholders.
11. Lead and direct corporate and cross Council activities as specified by the Chief Executive.
12. Deputise for the Chief Executive within functional areas and other areas as specified by the Chief Executive.

Commissioning

13. Maintain and develop effective systems and processes for identifying the needs of the local community and the resources available to deliver agreed outcomes.
14. Maintain and develop an effective framework for consultation and engagement with service users, staff, trade unions, voluntary and community organisations, partners and other stakeholders.
15. Ensure services are commissioned to enable achievement of agreed outcomes through effective, efficient, equitable and sustainable service delivery.
16. Lead innovation in the development of new approaches to service delivery to ensure continuous improvement in value for money, performance and quality of services for Council Tax payers
17. Oversee and ensure implementation of service development and delivery Plans
18. Ensure service agreements and contract arrangements enable service delivery against agreed outcomes
19. Ensure monitoring and review arrangements are in place to enable evaluation of service delivery and impact on achieving agreed outcomes.
20. Ensure in conjunction with strategic partners, government and other agencies the achievement of Council objectives and the fulfilment of statutory obligations and national requirements.

Partnership

21. Maintain and develop effective relationships with key partners, service providers and stakeholders and the wider community to facilitate high quality

commissioning of services.

22. Maintain and develop effective relationships with relevant government departments and other national or regional bodies.

23. Ensure the Council is equipped to meet government requirements and inspection requirements.

Performance and Resource Management

24. Provide effective management arrangements to ensure delegated resources are used to best effect to deliver agreed outcomes

25. Sustain a culture to encourage meaningful contribution by employees through their continuing development and commitment

26. Develop and maintain effective governance and performance frameworks to clarify accountabilities, expectations and ensure that effective monitoring, reporting and challenge mechanisms are in place

27. Provide effective management arrangements to ensure implementation of the Council's Safety Policy and Safety Management Systems, including any service specific Safety Policy, Codes of Practice and Safe Systems of Work

28. Participate in effective civil emergency planning, leadership and management.

Equality and Diversity

29. Provide leadership, communication and action, which will exemplify the Council's values, sense of purpose and commitment to ensure equality of opportunity and strengthen cohesion in the local community.

ROLE SPECIFIC ACCOUNTABILITIES

30. Fulfil the statutory role of the Director of Children's Services and ensure that the associated statutory duties are discharged (See Statutory Guidance for further details)

31. Lead and direct the Directors of Adult Social Services and Public Health to ensure that the associated statutory duties are discharged (See Statutory Guidance for further details).

32. Lead and direct the strategic and general management of the following services / functions on behalf of the council:

- Education and Commissioning Services
- Children and Young People Services
- Harrow Schools Improvement Partnership
- Special Needs Services

- Adults Services
- Public Health & Health Integration

33. Lead and direct the effective development and implementation of the following key strategies on behalf of the council: -

- Children's Commissioning Plan
- Health & Wellbeing Strategy
- Adults Services Plan
- Commissioning Strategy
- Youth Justice Plan
- Joint Strategic Needs Assessment
- Early Years Strategy
- Service Improvement Plans

34. To act as lead officer and directly advise the Chief Executive, relevant Council committees and panels including Cabinet and Scrutiny sub committees and Council members on all strategic policies and practices relating to the People Directorate.

DIMENSIONS

This is a Chief Officer post and reports to the Chief Executive

Responsible for the effective management of delegated budgets

- Revenue budget in the order of £110m
- Capital budget in the order of £120m
- DSG in the order of £130m

Directly manages 5 Directors / Head of Service and has overall responsibility for circa 850 employees.

People Services – service areas

Children's Access / MASH / Duty and Assessment
 Children in Need
 Children Looked After
 Placements
 Fostering and Adoption
 Corporate Parenting
 Early Intervention Services
 Youth Offending Team
 Troubled Families
 Quality Assurance and Service Improvement
 Child Protection Conferences
 Harrow Local Safeguarding Children Board

Education Strategy
School Admissions
School Expansion Programme
Schools
Virtual School
Early Years
Harrow School Improvement Partnership
Children with Disabilities
Special Educational Needs
Education Psychology
Children's Sensory Team
Commissioning – Children, Adults and Public Health
Adult Social Care
Reablement
Personalisation
Adult Safeguarding
Framework – Children and Adults
Adult Quality Assurance
Children and Adults Complaints and FOI Team
Project Infinity
Provider Services
Public Health

Appendix 2

CORPORATE DIRECTOR, RESOURCES

Responsible to: Chief Executive

JOB PURPOSE

The post is a Corporate Director and member of the council's Management Board responsible with the Chief Executive for the strategic and general management of the council and specifically the Resources Directorate.

The post is responsible for managing the Director of Finance and Monitoring Officer and ensuring that they are able to undertake their duties as set out in the statutory guidance on role and responsibilities.

MAIN ACCOUNTABILITIES

Leadership

1. Together with the Chief Executive and members of the council's Management Board, and in collaboration with elected members, establish and implement a vision for Harrow in the development of its services, organisation and workforce.
2. Demonstrate effective strategic leadership and good governance through high standards of personal behaviour
3. Ensure that structures and processes inform sound decision-making and service delivery
4. Deliver efficiency and value for money and sound financial management
5. Develop and maintain systems and processes to develop capability, skills and knowledge at all levels within the organisation
6. Develop and maintain a culture that encourages innovation and improvement

7. Develop and maintain a healthy and effective interface between the Council Members and Officers
8. Provide well-evidenced and sound advice directly to the Chief Executive, cabinet, portfolio holders and other members of council and attend council, cabinet and other committees and events as required
9. Promote a positive image of Harrow externally and represent the council at local and national level attending and presenting at such conferences, seminars, meetings and working parties as may be required.
10. Represent the council and/or the Chief Executive in discussions with partner organisations and other stakeholders.
11. Lead and direct corporate and cross council activities as specified by the Chief Executive.
12. Deputise for the Chief Executive within functional areas and other areas as specified by the Chief Executive.

Commissioning

13. Maintain and develop effective systems and processes for identifying the needs of the local community and the resources available to deliver agreed outcomes.
14. Maintain and develop an effective framework for consultation and engagement with service users, staff, trade unions, voluntary and community organisations, partners and other stakeholders.
15. Ensure services are commissioned to enable achievement of agreed outcomes through effective, efficient, equitable and sustainable service delivery.
16. Lead innovation in the development of new approaches to service delivery to ensure continuous improvement in value for money, performance and quality of services for Council Tax payers
17. Oversee and ensure implementation of service development and delivery plans
18. Ensure service agreements and contract arrangements enable service delivery against agreed outcomes
19. Ensure monitoring and review arrangements are in place to enable evaluation of service delivery and impact on achieving agreed outcomes.
20. Ensure in conjunction with strategic partners, government and other agencies the achievement of council objectives and the fulfilment of

statutory obligations and national requirements.

Partnership

21. Maintain and develop effective relationships with key partners, service providers and stakeholders and the wider community to facilitate high quality commissioning of services.
22. Maintain and develop effective relationships with relevant government departments and other national or regional bodies.
23. Ensure the council is equipped to meet government requirements and inspection requirements.

Performance and Resource Management

24. Provide effective management arrangements to ensure delegated resources are used to best effect to deliver agreed outcomes
25. Sustain a culture to encourage meaningful contribution by employees through their continuing development and commitment
26. Develop and maintain effective governance and performance frameworks to clarify accountabilities, expectations and ensure that effective monitoring, reporting and challenge mechanisms are in place
27. Provide effective management arrangements to ensure implementation of the Council's Safety Policy and Safety Management Systems, including any service specific Safety Policy, Codes of Practice and Safe Systems of Work
28. Participate in effective civil emergency planning, leadership and management.

Equality and Diversity

29. Provide leadership, communication and action, which will exemplify the Council's values, sense of purpose and commitment to ensure equality of opportunity and strengthen cohesion in the local community.

ROLE SPECIFIC ACCOUNTABILITIES

30. Support the Director of Finance and Monitoring Officer to ensure that the associated statutory duties are discharged (See Statutory Guidance for further details).

31. Lead and direct the strategic and general management of the following services / functions on behalf of the council:

- Customer Services & IT
- Communications
- Finance
- HR, Development & Shared Services
- Legal & Governance Services
- Partnership, Development & Performance
- Revenues & Benefits
- Risk, Audit & Fraud

32. Lead and direct the effective development and implementation of the following key strategies on behalf of the council: -

- Commercialisation Strategy and Commercial Expansion to include; Commercial Reporting and the coordination of Portfolio Holder arrangements with Portfolio Holder for Finance & Commercialisation regarding Commercialisation
- Sustainable Community Strategy
- Corporate Plan
- Medium Term Financial Strategy
- Consultation Strategy
- Procurement Strategy
- Risk Management Strategy
- Corporate IT Strategy
- Single Equality Scheme
- Strategy for People
- Communications Strategy
- Corporate Health and Safety Policy
- Information Management Policy
- Corporate Anti-Fraud Policy
- Data Quality Policy

33. To act as lead officer and directly advise the Chief Executive, relevant council committees and panels including Cabinet and Scrutiny sub committees and council members on all strategic policies and practices relating to the Resources Directorate.

DIMENSIONS

- This is a Chief Officer post and reports to the Chief Executive
- **Responsible for the effective management of delegated budgets**
 - Revenue budget in the order of £184m
 - Capital budget in the order of £19.4m

- Treasury Management debts in the order of £281m and investments in the order of £124m
- **Directly manages TBC Directors / Head of Service and has overall responsibility for approx.' 500 employees.**
- The post has responsibility for ensuring that the Director of Finance and Monitoring Officer and are able to undertake their statutory duties

Appendix 3

CORPORATE DIRECTOR, COMMUNITY

Responsible to: Chief Executive

Job Purpose

The post is one of three Corporate Directors responsible with the Chief Executive for the strategic and general management of the council and specifically the Community Directorate.

MAIN ACCOUNTABILITIES

Leadership

1. Together with the Chief Executive and members of the Corporate Strategic Board, and in collaboration with elected members, establish and implement a vision for Harrow in the development of its services, organisation and workforce.
2. Model the Council's values in everything and use the values to set clear expectations of others; recognising and reinforcing positive behaviours and addressing undesirable behaviours.
3. Demonstrate good governance and ensure that structures and processes inform sound decision-making and service delivery
4. Deliver efficiency and value for money and sound financial management
5. Develop and maintain systems and processes to develop capability, skills and knowledge at all levels within the organisation
6. Develop and maintain a culture that encourages innovation and improvement
7. Develop and maintain a healthy and effective interface between the Council Members and Officers
8. Provide well-evidenced and sound advice directly to the Chief Executive, cabinet, portfolio holders and other members of council and attend council, cabinet and other committees and events as required

9. Promote a positive image of Harrow externally and represent the council at local and national level attending and presenting at such conferences, seminars, meetings and working parties as may be required.
10. Represent the council and/or the Chief Executive in discussions with partner organisations and other stakeholders.
11. Lead and direct corporate and cross council activities as specified by the Chief Executive.
12. Deputise for the Chief Executive within functional areas and other areas as specified by the Chief Executive.

Commissioning

13. Maintain and develop effective systems and processes for identifying the needs of the local community and the resources available to deliver agreed outcomes.
14. Maintain and develop an effective framework for consultation and engagement with service users, staff, trade unions, voluntary and community organisations, partners and other stakeholders.
15. Ensure services are commissioned to enable achievement of agreed outcomes through effective, efficient, equitable and sustainable service delivery.
16. Lead innovation in the development of new approaches to service delivery to ensure continuous improvement in value for money, performance and quality of services for Council Tax payers
17. Oversee and ensure implementation of service development and delivery plans
18. Ensure service agreements and contract arrangements enable service delivery against agreed outcomes
19. Ensure monitoring and review arrangements are in place to enable evaluation of service delivery and impact on achieving agreed outcomes.
20. Ensure in conjunction with strategic partners, government and other agencies the achievement of council objectives and the fulfilment of statutory obligations and national requirements.

Partnership

21. Maintain and develop effective relationships with key partners, service providers and stakeholders and the wider community to facilitate high quality commissioning of services.

22. Maintain and develop effective relationships with relevant government departments and other national or regional bodies.
23. Ensure the council is equipped to meet government requirements and inspection requirements.

Performance and Resource Management

24. Provide effective management arrangements to ensure delegated resources are used to best effect to deliver agreed outcomes
25. Sustain a culture to encourage meaningful contribution by employees through their continuing development and commitment
26. Develop and maintain effective governance and performance frameworks to clarify accountabilities, expectations and ensure that effective monitoring, reporting and challenge mechanisms are in place
27. Provide effective management arrangements to ensure implementation of the Council's Safety Policy and Safety Management Systems, including any service specific Safety Policy, Codes of Practice and Safe Systems of Work
28. Participate in effective civil emergency planning, leadership and management.

Equality and Diversity

29. Provide leadership, communication and action, which will exemplify the Council's values, sense of purpose and commitment to ensure equality of opportunity and strengthen cohesion in the local community.

ROLE SPECIFIC ACCOUNTABILITIES

30. Lead and direct the strategic and general management of the following services / functions on behalf of the council:
 - Housing
 - Environmental Health & Licensing
 - Regeneration
 - Planning
 - Public protection
 - Corporate Estate Management & Development
 - Facilities Management

- Property Repair & Maintenance
 - Highways Maintenance and Engineering
 - Traffic, Transport & Parking Management
 - Environmental compliance and enforcement
 - Public Realm Services
 - Waste Management
 - Arts & Events
 - Library & Cultural Services
 - Sports, Leisure & Recreation
31. Lead and direct the effective development and implementation of the following key strategies on behalf of the council: -
- Housing Strategy
 - Housing Ambition Plan
 - Regeneration Strategy
 - Commercial Strategy
 - Asset Management Strategy
 - Waste Management Strategy
 - Climate Change Strategy
 - Cultural Strategy
 - Tourism Strategy
 - Corporate Health & Safety Policy
32. To act as lead officer and directly advise the Chief Executive, relevant council committees and panels including Cabinet and Scrutiny sub committees and council members on all strategic policies and practices relating to the Community Directorate.

DIMENSIONS

This is a Chief Officer post and reports to the Chief Executive

Responsible for the effective management of delegated budgets

- Revenue budget in the order of £80m
- Capital budget in the order of £18m
- Housing Revenue Account in the order of £32m
- Housing Revenue Account Capital budget in the order of £22m

Directly manages three Divisional Directors and the Directorate has circa 500 employees.

ADDITIONAL RESPONSIBILITIES ALLOCATED TO RESOURCES SENIOR MANAGEMENT

1. The additional responsibilities for the Director of Finance include:

- Internal Audit & Corporate Anti Fraud
- Procurement
- Interface to Council Trading Arrangements
- Coordination of Portfolio Holder Arrangements with Portfolio Holder for Finance and Commercialisation
- Chairing of Resources Directorate Management Team
- Chairing of Commissioning and Commercial Board and sign off of Procurement Gateways

These additional responsibilities will be recognised through an acting up allowance equivalent to £7,000 per year.

2. The additional responsibilities for the Divisional Director Strategic Commissioning include:

- Human Resources & Payroll
- Shared Service Governance with Buckinghamshire County Council
- Coordination of Portfolio Holder Arrangements with Portfolio Holder for Performance, Corporate Resources & Customer Services
- Preparation for and coordination of Resources Improvement Boards
- Coordination of Directorate Joint Committee
- Coordination of Resources briefing to Scrutiny Lead Councillors

These additional responsibilities will be recognised through an acting up allowance equivalent to £7,000 per year.

3. The additional responsibilities for the Divisional Director Commissioning & Commercial Services include:

It is proposed that going forward these additional responsibilities will be undertaken by the Corporate Director of Resources.

- Commercialisation Strategy and Commercial Expansion
- Commercial Reporting
- Coordination of Portfolio Holder arrangements with Portfolio Holder for Finance & Commercialisation regarding commercialisation.

These additional responsibilities were recognised through an acting up allowance equivalent to £3,500 per year.

Appendix 6

ROLE PROFILE

Job Title:	Head of Human Resources & Development
Grade:	D 1 (subject to evaluation)
Directorate:	Resources
Division / Section:	Human Resources & Development
Reports to:	Divisional Director Strategic Commissioning
Date:	February 2019

1 ROLE PURPOSE

This post is responsible for the strategic and general management of the Human Resources & Organisational Development division in line with priorities laid out in the Corporate Plan and departmental service plans.

This post is the Council's lead Human Resources professional role and as such the post holder is responsible for the strategic and general management of the Human Resources and Organisational Development functions and leading the Council's strategic workforce planning and organisational development. The post holder is also responsible for providing professional Human Resources & Development advice and support to the Corporate Strategy Board and elected members, as well as the lead for the corporate management of the Trades Union relationship.

The post is responsible for the commercial development and delivery of traded HR & OD Services to Schools and other organisations.

The post works as part of the Strategic Commissioning Division, working alongside Communications, Policy and Business Intelligence services.

2 DIMENSIONS

Budget - Responsible for the effective management of:

- A total revenue budget in the order of £1.5m, in 2018/19.
- Contributes to the effective management of the council's staffing budget of £90m
- Manages external contract service providers with annual spend of approx £20m

Staff - Responsible for:

- Direct Reports - 3
- Overall Staff Numbers – 20

Other relevant dimensions

The post holder is the Council's people management representative at national and regional events, meetings and working parties and is responsible for developing constructive working relationships with the LGA, London Councils, the WLA and Council's strategic partners.

The post holder will also ensure that the HR Policy suite (including for schools) is up to date and follows best practice, with effective application across the Council

3 CONTEXT

Lead and direct the strategic and general management of the following services on behalf of the Council:

- Workforce Planning & Resourcing
- Organisational Development
- Human Resources
- Corporate management of the Trades Union relationship
- Learning and Development
- Pre-employment Services
- Payroll
- Occupational Health (TBC)

Lead and direct the effective development and implementation of the following key strategies on behalf of the Council:

- Workforce Strategy
- OD Strategy

To act as lead officer and directly advise relevant Chief Officers, Council Committees and panels including Cabinet and Scrutiny sub Committees and Council Members on strategic people management and other strategic policies and practices relating to the work of the Service.

4 MAIN DUTIES / ACCOUNTABILITIES

	Generic Duties/Accountabilities
1.	<i>Model and promote the Council's values and use the values to set clear expectations of others; recognising and re-enforcing positive behaviours and addressing undesirable behaviours.</i>
2.	Ensure compliance with your responsibilities as laid out in the council's equal opportunity policy and take an active role in promoting and enabling equality of opportunity, promoting the diverse needs and aspirations of Harrow's community, ensuring equality and diversity is mainstreamed in all service/directorate activities.
3.	Ensure compliance with your responsibilities as laid out in the council's health and safety policy and take an active role in promoting a positive health and safety culture.
4.	Promote and participate in the council's performance appraisal and development initiatives.
5.	Ensure compliance with the council's information security policies and maintain confidentiality.
6.	Lead and manage the Service so that they are responsive to customer requirements, accessible to all areas of the community, and provide value for money.
7.	Develop the structures, systems and policies, necessary to support effective service delivery and to enable "continuous improvement".
8.	Where appropriate, and in conjunction with other service providers, undertake joint planning of service delivery and/or for the closer integration of service provision.
9.	Promote, develop and maintain effective contacts and relationships with customers, customer representatives, community groups, Council Members and service/operational partners, to facilitate service delivery, performance review and the continuous development of service provision.
10.	Lead, motivate, train, develop and performance manage staff, to maintain an effective workforce capable of meeting service objectives.
11.	<i>Resolve the most complex issues within the professional area(s) managed so that they are resolved effectively and precedents are set for the resolution of similar issues.</i>
12.	<i>Formulate annual operational plans and budgets for the function so that there are clear priorities and appropriate resources are allocated to their achievement.</i>
13.	<i>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.</i>
14.	<i>Prepare monitor and control budgets to ensure that income/expenditure is in line with agreed plans.</i>
15.	Ensure that capital expenditure, including all projects funded externally, is completed in accordance with agreed schedules.
16.	Manage inter-directorate and inter-agency projects undertaking leadership of multi-disciplinary and multi-agency teams to achieve agreed objectives.
17.	Implement, maintain and develop Performance Management Systems to meet Statutory and Corporate reporting requirements.

18.	Evaluate the environmental impacts of services and take action to minimise these impacts over time.
19.	Support the operation of local and general elections when requested by the Returning Officer
20.	<i>Contribute to the overall management and strategy of the Directorate and Division.</i>

Service Specific Duties/ Accountabilities	
1.	To play a full, active and constructive part in the work of the Council by leading on key issues which contribute to the development of the Council as a whole.
2.	To provide direction, guidance and support to the Council, contributing to innovations on a Council-wide basis and leading organisational change.
3.	Support the Corporate Director, the Chief Executive and the Corporate Strategic Board in their regular meetings and overall development of corporate performance culture and people management.
4.	To promote a positive image of Harrow externally and represent the Council, where required, at local, regional and national events, meetings and working parties. Develop constructive working relationships with nominated officials from the LGA, London Councils, the WLA, Government departments and Council strategic partners. To be the lead officer for the Councils Workforce Strategy.
5.	To represent and otherwise deputise for the Divisional Director, as required.
6.	To be responsible for the provision of a comprehensive range of people management services throughout the authority and to provide the strategic and corporate lead on employment equality issues.
7.	Develop effective working relationships with the Executive, and Overview and Scrutiny Committees and ensure that the corporate workforce planning and organisational development processes fulfil the Council's objectives and facilitate the appropriate input from both the Executive and Overview and Scrutiny.
8.	To ensure that the Council's vision for its future is supported by robust people management and change management policies.
9.	To drive forward a programme of change which seeks to improve the whole organisation's effectiveness.
10.	To increase the skills base of employees to enable them to deliver high quality services and to reflect Harrow's desire to be seen as an employer of choice.
11.	To establish and implement action to ensure that Harrow has a workforce that represents Harrow's diverse communities at all levels of the organisation.
12.	To advise, support and assist directorates on the implementation, monitoring and evaluation of corporate organisational development policies, strategies and initiatives.
13.	To lead and promote a positive corporate employee and industrial relations climate between all relevant parties.
14.	To develop and co-ordinate the Councils' response to changes in legislation, regional and national terms and conditions, professional best practice central and other government initiatives and performance.
15.	To ensure that satisfactory arrangements are in place to support all directorates in the provision of advice, guidance and support to managers and staff ensuring that Council policies and practices are applied equitably and consistently, and that the Council's position as an employer is properly protected.

16.	To lead on the development and implementation of the Council's strategy for staff wellbeing.
17.	To advise the Council of relevant legislation and appropriate action to address changes required in policy and practice.
18.	To lead and support the Council in identifying and implementing appropriate strategies to ensure quality standards of service delivery and performance.
19.	To support relevant and appropriate consultation in all matters relating to the work of the council with service users, staff, trade unions, voluntary and community organisations, partner and other stakeholders.
22.	To manage pre-employment administration, including recruitment support and pre-employment references
23.	To manage the payroll function in line with agreed performance measures for Harrow Council and external clients
25.	To support the Employees Consultative Forum and Chief Officer Employment Panel
26.	To advise, support and assist directorates in promoting staff wellbeing.
27.	To monitor and manage the performance of the council's occupational health service (TBC) and employee assistance programme

Form Completed by:

Name: Alex Dewsnap _____

Designation: Divisional Director Strategic Commissioning

Signature: _____ **Date:** February 2019

DIRECTOR GRADE SALARIES

Grade: Director 4		April 2018	April 2019
1		£131,745	£134,380
2		£135,597	£138,309
3		£139,665	£142,459
4		£143,856	£146,734

Grade: Director 3			
1		£118,227	£120,592
2		£122,490	£124,940
3		£124,179	£126,663
4		£127,902	£130,461
5		£130,404	£133,013

Grade: Director 2			
1		£104,748	£106,843
2		£107,928	£110,087
3		£111,135	£113,358
4		£114,471	£116,761
5		£117,918	£120,277

Grade : Director 1			
1		£83,778	£85,454
2		£87,498	£89,248
3		£90,471	£92,281
4		£93,867	£95,745
5		£98,778	£100,754