

# **Chief Officers' Employment Panel**

## **AGENDA**

**DATE:** Thursday 31 October 2019

**TIME:** 2.30 pm

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

### **MEMBERSHIP** (Quorum 3)

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**Chair:** Councillor Graham Henson

**Councillors:**

Keith Ferry  
Adam Swersky

Marilyn Ashton  
Paul Osborn

**Contact:** Alison Atherton, Senior Professional - Democratic Services  
Tel: 020 8424 1266 E-mail: [alison.atherton@harrow.gov.uk](mailto: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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**Agenda publication date: Wednesday 23 October 2019**

## AGENDA - PART I

### 1. MEMBERSHIP

To note under the provisions of the formula membership the attendance any nominees

### 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 - 6)

That the minutes of the meeting of the Chief Officers' Employment Panel held on 7 March 2019 be taken as read and signed as a correct record.

### 4. RESTRUCTURING OF RESOURCE DIRECTORATE SENIOR MANAGEMENT POSTS (Pages 7 - 32)

Report of the Corporate Director of Resources

### 5. EXCLUSION OF THE PRESS AND PUBLIC

To resolve that the press and public be excluded from the meeting for the following item of business, on the grounds that it involves the likely disclosure of confidential information in breach of an obligation of confidence, or of exempt information as defined in Part I of Schedule 12A to the Local Government Act 1972:

<u>Agenda Item No</u>	<u>Title</u>	<u>Description of Exempt Information</u>
6.	Severance Payment of £100,000 or greater	Information under paragraphs 1 (contains information relating to any individuals) and 3 (information relating to the financial and business affairs of any particular person (including the authority holding that information)).

## AGENDA - PART II

### 6. SEVERANCE PACKAGE GREATER THAN £100,000 (Pages 33 - 42)

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# CHIEF OFFICERS' EMPLOYMENT PANEL MINUTES

## 7 MARCH 2019

**Chair:** \* Councillor Simon Brown

**Councillors:** \* Marilyn Ashton \* Varsha Parmar  
\* Paul Osborn \* Christine Robson

\* Denotes Member present

### 38. Chair for the Meeting

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

### 39. Membership

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

Ordinary Member  
Councillor Sue Anderson  
Councillor Keith Ferry  
Councillor Graham Henson

Nominee Member Attending  
Councillor Christine Robson  
Councillor Varsha Parmar  
Councillor Simon Brown

### 40. Declarations of Interest

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

## RESOLVED ITEMS

### 41. Minutes

Members received the tabled minutes, which were considered as urgent for the reasons set out on the second supplemental agenda.

**RESOLVED:** That the minutes of the meeting held on 5 March 2019 be taken as read and signed as a correct record.

### 42. 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>
6.	Appointment of Corporate Director, Resources	Information under paragraph 1 (contains information relating to any individual).

### 43. Appointment of Corporate Director, Resources

The Panel, having interviewed two shortlisted candidates

**RESOLVED:** To adjourn and reconvene on Thursday 14 March 2019.

Having reconvened, the Panel

**RESOLVED (unanimously):** That Charlie Stewart, Interim Business Improvement and Commercial Director, Vivacity be appointed to the post of Corporate Director, Resources for a fixed term of up to two years, subject to there being no 'well founded objections' by members of Cabinet.

(Note: The meeting, having commenced at 3.10 pm on 7 March 2019 adjourned at 5.25 pm and reconvened at 5.00 pm on 14 March and closed at 5.45 pm).

(Signed) COUNCILLOR SIMON BROWN  
Chair



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**REPORT FOR: CHIEF OFFICERS'  
EMPLOYMENT PANEL**

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<b>Date of Meeting:</b>	31 October 2019
<b>Subject:</b>	Restructuring of Resource Directorate Senior Management Posts
<b>Responsible Officer:</b>	Charlie Stewart, Corporate Director of Resources
<b>Exempt:</b>	No
<b>Wards affected:</b>	All
<b>Enclosures:</b>	Appendix 1: role profiles

## **Section 1 – Summary and Recommendations**

### **Summary**

This report reviews the future capacity and skills-needs at Director level in the Resources Directorate and proposes a revised organisational structure. This structure includes the new roles of Director of ICT, the upgrade of the Head of HR&OD role to a Director, changes to the roles of Director of Customer Services and Business Transformation, Director of Strategy and Director of Finance and the regrading of the Head of Procurement.

The consultation with relevant staff on the changes is expected to be completed by the COEP meeting and the Corporate Director of Resources will update the Panel on the outcomes. Following the consultation, the restructuring would then be enacted with any changes that are agreed with staff. However, as the remuneration packages of the proposed posts of Director of ICT and the Director of HR&OD are above £100,000, as well as the regrading of the Head of Procurement role to D1, these changes need to be considered by the COEP.

Additionally the report seeks approval of additional temporary payment to the

Head of Legal Practice while they undertake Monitoring Officer responsibilities for the London Borough of Barnet

The costs for the proposed changes can be managed within current proposals.

### **Recommendations:**

It is recommended that:

1. The remuneration packages for the posts of Director of ICT and the Director of HR&OD, both at D2 grade (£106,842 -£120,275), be approved;
2. It be noted that the role of Divisional Director, Commercial Contracts & Procurement will be deleted and the regrading of the Head of Procurement role.
3. The changes to the role profiles for the posts of Director of Customer Services and Business Transformation, Director of Strategy and Director of Finance, as set out in the report, be noted.
4. Delegate to the Director of Legal & Governance authority to make temporary additional payments to the Head of Legal Practice

## **Section 2 – Report**

### **Background**

Currently, within the Resources Directorate, the senior management structure falls into four main areas each managed by a Director: Legal & Governance; Finance; Customer & Business Services, Business Transformation and IT; and Strategy and Community safety. In addition, there are two other senior functions which report into these Directors: **Commercial Contracts & Procurement**; and HR. Both of these functions are managed through interim arrangements.

The current establishment and structure of the Resources Directorate is:

- Corporate Director
- Director Legal & Governance
- Director Finance
- Director Customer Services and Business Transformation
- Director of Strategy
- Interim Head of HR (reporting to Director of Strategy)
- Interim Divisional Director Commercial Contracts & Procurement (reporting to Director of Finance)

On the 26<sup>th</sup> February 2019 the Chief Officer's Employment Panel agreed to finalise the Council's Corporate Director posts, bring in an Interim Head of HR (following the requirement to in-house the HR service) and confirm some



existing arrangements for Director posts within the Resources Directorate.

Since that agreement, several key matters have moved on significantly:

- The new Corporate Director Resources is now in place and has been able to assess requirements in more detail especially those surrounding the forthcoming transformation which will require significant additional focus at senior level.
- Work to develop the new model for the in-house HR service is near completion and the scope of its future work is now more clearly understood.
- The new IT service model is close to completion and has highlighted the need for much stronger strategic IT leadership in-house.

As a result of the factors highlighted above, the Corporate Directorate Resources has been considering the strategic priorities, objectives and challenges with a view to review the current structure and functions ensuring the Resources Directorate senior management structure is fit for purpose going forward.

The Director of Strategy currently manages the substantive role of the Head of HR, and is also responsible for the strategic and general management of the Strategy team. The role also provides strategic support and advice to the Corporate Strategy Board (CSB) and elected members.

The proposed new structure of the HR (& OD) department, following the return of the team from Bucks CC, is nearing completion and will be consulted on in accordance with the Council's policies. To lead the in-housed department, a Head of HR post was agreed at the February COEP reporting to the Director of Strategy.

The Director of Legal and Governance is responsible for the strategic and general management of the Legal & Governance Services Department and the discharge of specific Statutory Functions. This includes HB Public Law, the shared legal service.

The Director Finance is responsible for the strategic and general management of the Finance division in line with priorities laid out in the Medium Term Financial Strategy and Corporate Plan. The Director of Finance is the Council's Chief Finance Officer under S151; this role ensures the associated statutory duties are discharged.

The Director Customer Services and Business Transformation currently manages all customer care and public access to services across the council, manages the Council's information security and the IT partner, the Digital service, business change and business services. In addition, the Director has responsibility for the Collections & Housing Benefits service. This function has a specific focus on the collection of payments to the Council ensuring collections are maintained at the highest level possible. This is critical for the financial strength of the Council especially in these tight financial times.

The remaining Director role within the Resource Directorate is the Divisional

Director Commercial Contracts & Procurement, which is currently filled on an interim basis. This role reports to the Director of Finance.

## **Reasons for the Change**

This need for a Head of HR&OD was agreed by the COEP in February. However, the requirement for a more senior post to ensure the right level of strategic leadership, direction and interaction has become evident as the new model for HR and OD has developed, and the further complexities of in-housing of the service and the transformation's greater need for cultural change are better understood.

Additionally, with the in-housing of the service it makes sense to review the HR-associated contract management tasks. The HR contract management will cease as the in-housing is completed, and, to ensure the lead for HR&OD has all the tools associated with people management and development, the management of the Occupational Health and PerTemps contracts will move to HR&OD with the expansion of the recruitment and wellbeing roles.

The outcome of these changes, together with ensuring that the lead for HR&OD is of the calibre required, is expected to move the grade level for the role from D1 to D2. The D2 level would also be one more attractive to the right people in the employment market and negate the need for any market supplement. It is proposed role reports directly to the Corporate Director of Resources which would be appropriate to its level and work.

These changes reflect the role's now better understood responsibilities and ensure the role has the correct standing and access within the Council's senior structure. It will then be consistent with similar roles in other London Boroughs.

For the new Director of Strategy & Partnerships, three key objectives would be added to the role:

- Develop the vision for the Borough in much more depth and further re-fine and develop the associated plans. This will take considerable senior effort working closely with partners, CSB and Members.
- Build strategic partnerships across the Borough,.
- Develop the provision of strategic support and capacity to the Chief Executive on wider policy matters, strategic cross-cutting issues and the interface to the London Local Authority partnerships.

It is being proposed that the Director of Strategy role is revised, following the loss of HR, to become a Director of Strategy and Partnerships working directly to the Chief Executive, for day-to-day tasking, but still reporting to the Corporate Director of Resources for line-management matters. This will also allow the delivery for the objectives set out above and support the Chief Executive, Leader and Cabinet to take these agendas forward.

The revised role would be similar to Executive Assistant and Chief of Staff roles found in other local authorities. The post would sit on the CSB as an

advisor.

A further proposal will be for this role to take over the co-ordination of commissioning across the council and with the key partnership. This would help provide one focus point for commissioning that was not just cross directorate, but also cross partnership. This would be a co-ordination role and therefore it is not proposed to bring all commissioners centrally into one department. However, it would require a review of links into the other two Directorates.

The Director for Customer Services and Business Transformation's role will change significantly as the transformation programme is implemented. The Director will need to reduce the current responsibilities to allow the capacity to work on the Transformation Programme, especially noting she only works 3 days a week. This change in the focus of the role is reflected in the proposed new job description, the removal of several of its current functions to other departments (as noted below) and the proposed change in title to Director of Transformation & Customer Services

As this role is specific to the needs of the transformation, it will be reviewed following the programme's completion in 2 to 3 years' time.

(NB. Since the staff consultation started, upon which this report is based, the current Director of Customer Service and Business Transformation has decided to retire. So as not to interrupt the current consultation, the proposal being considered is still to have a Director of Transformation and Customer Services. However, as the revised role is to be reviewed after the transformation is complete, further consideration will be given as to how the role and its functions are now to be delivered after the consultation is completed. Any further changes would then be part of a future consultation.)

With the new ICT service model, the Council takes over the 'brains' of ICT; its strategic and technical direction. Additionally, the proposed revision to the current Devolved Apps approach to managing ICT in-services, move to the Cloud and transformation will add further strategic and technical responsibilities to the ICT service.

A new role of Director of ICT is proposed to lead this expanded in-housed ICT service. This is in line with the expected grading of the role at D2 and reflects the need for a very senior ICT professional with a deep understanding of the ICT market and how technologies are advancing. The D2 level would also be one more attractive to the right people in the employment market and negate the need for any market supplement.

With the recent decision of the current Director of Transformation and Customer Service to retire, the recruitment to this post would start as soon as approval is given.

It is proposed that the Director of Finance takes over the Collections & Housing Benefits team. The introduction of Universal Credit, and the

continuing need to ensure income/debt collection is maximised, will change the focus of the Collections & Housing Benefits service to one more aligned to that of the Director of Finance's division to reflect the responsibility on audit with the role, it is being proposed that the roles title be amended to Director of Finance and Assurance.

The Divisional Director, Commercial Contracts & Procurement post is currently filled on an interim basis, since this role was created the focus on procurement has increased and the need for a senior procurement leader has been established. It is therefore being proposed that the post of Divisional Director, Commercial Contracts & Procurement be deleted and a revision of the Head of Procurement be carried out . The revised role would report to the Director of Finance and Assurance.

Harrow operates a shared legal practice (HB Law) with the London Borough of Barnet, who have recently extended their agreement until 2022. Barnet's current Monitoring Officer is leaving and they have asked that Harrow's Head of Legal Practice undertake the role on a trial basis from 1<sup>st</sup> January 2020 for 6 months. Barnet will pay Harrow for all costs involved.

The successful integration of the Monitoring Officer role into the shared legal practice will further embed the current arrangement and under pin its future. Recognising also the possible risks to the project in the proposed arrangement, it is recommended that it be piloted in the first instance.

## **Summary of Proposed Changes**

The proposed Resource Directorate senior management structure provides a clear focus on the leadership of Directorate's strategic, statutory and professional functions. One role is deleted, three roles are amended, one new role is created and one function is transferred to a different Director, and a revision of a further role

Summary of the changes:

Deleted role:

- Divisional Director, Commercial Contracts & Procurement

Amended roles:

- Director, Customer Services & Business Transformation becomes Director of Transformation & Customer Services
- Head of HR becomes Director of HR & OD
- Director of Strategy becomes Director of Strategy & Partnerships

New role:

- Director of ICT

Transfer of function to:

- Director of Finance

No changes:

- Director of Legal & Governance

Revision of role

- Head of Procurement

As a result the new Resource Directorate Management team is proposed to be:

- Corporate Director Resources
- Director of HR & OD
- Director of Legal & Governance
- Director of Finance and Assurance
- Director of Strategy & Partnerships
- Director of Transformation & Customer Services
- Director of ICT

It should be noted that the grades for the new roles are indicative and are subject to confirmation following evaluation, using either the GLPC or Hay Job Evaluation schemes, after the close of consultation, in addition, the Head of Procurement will be regraded to D1.

## Recruitment

	Job Title	Grade	
1	Director of Legal & Governance	D3	No change
2	Director of Finance and Assurance	D3	No Change
3	Director of Transformation and Customer Services	D2	Assimilation
4	Director of Strategy and Partnerships	D2	Assimilation
5	Director of HR & OD	D2	Recruitment
6	Director of ICT	D2	Recruitment

## Legal Implications

- 5.1 In accordance with the Constitution, this Panel approves the remuneration package for any Council post of £100,000 or over.
- 5.3 This Panel is required to report back to Council for information purposes on all such approved remuneration packages.  
Harrow can make a member of its staff available to another authority under s113 Local Government Act 1972.

## Financial Implications

The salary for the new permanent roles of Director of ICT and Director of HR&OD are fully accounted for in the Directorate's annual budget. All other posts are already in the relevant budgets.

There will be additional costs for the appointing of an agency to support the recruitment of the Director of ICT (approximately £12.5k) which will be contained within existing budgets within the Resources Directorate.

The recruitment costs for the Director of HRD will be the same as that already agreed for the Head of HR recruitment, which will be contained within existing budgets within the Resources Directorate.

Barnet will reimburse Harrow for all the costs involved in the proposed Monitoring Officer arrangement.

## **Risk Management Implications**

Risk included on Directorate risk register? No

Separate risk register in place? No

There is a risk that a suitable candidate for the role of Director of ICT cannot be found as there is high demand for such skills in the current employment market. Initial discussions with the potential recruitment agency has started to identify candidates. Candidates for the Director of HR&OD are already starting to be found so the risk to this recruitment is consider to be low.

If the COEP do not agree the Director posts then there is a high risk to the Council that the key functions of HR&OD and ICT will not be successfully delivered and the new in-housed services will fail.

## **Equalities implications / Public Sector Equality Duty**

Was an Equality Impact Assessment carried out? Yes

The proposals will potentially impact on 5 existing FTE's as their current roles are proposed to be changed. However it is anticipated that some of the roles being proposed to be introduced are very similar in nature and it is anticipated that existing staff will assimilate into the new similar roles.

There are no anticipated redundancies in this proposed restructure.

There are no expected impacts on groups with protected characteristics or on service users.

## **Council Priorities**

Please identify how the decision sought delivers these priorities.

Although these proposed changes mainly support the delivery of a modernised Harrow Council, through transformation and improvements in support services, they will also indirectly improve all the Council's priorities by the support given to all services.

### **1. Modernising Harrow Council**

- Deliver excellent value for money services
- Use technology and innovation to modernise how the Council works
- Improving access to digital services

### Section 3 - Statutory Officer Clearance

Name: Dawn Calvert  Chief Financial Officer

Date: 23 October 2019

Name: Hugh Peart  Monitoring Officer

Date: 22 October 2019

Name: Charlie Stewart  Corporate Director

Date: 23 October 2019

#### **MANDATORY**

**Ward Councillors notified:** NO

### Section 4 - Contact Details and Background Papers

**Contact** Charlie Stewart, Corporate Director, Resources

**Background Papers:** Consultation papers

If appropriate, does the report include the following considerations?

1.	Consultation	YES
2.	Priorities	YES

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<b>Job Title</b>	<b>Director of Information and Communications Technology (ICT)</b>
<b>Pay Grade</b>	D2
<b>Directorate</b>	Resources
<b>Division</b>	Information and Communications Technology
<b>Reports to</b>	Corporate Director, Resources
<b>Location</b>	Civic Centre
<p><b>Role Purpose</b></p> <p>The Director of Information and Communications Technology will:</p> <ul style="list-style-type: none"> <li>• Lead on the development and management of all the council's information and communications technologies.</li> <li>• Lead on and be responsible for the strategic and general management of the ICT functions and leading the Council's technology strategy.</li> <li>• Lead on and be responsible for providing professional ICT advice to officers and elected members, as well as the lead for the technology board.</li> <li>• Lead on and be responsible for the strategic and general management of the ICT division in line with priorities laid out in the Corporate Plan and departmental service plan</li> <li>• Develop and maintain effective working relationships with all relevant stakeholders both internally (with a client focus for internal departments and members), and externally (with government bodies/contractors/agencies).</li> <li>•</li> </ul>	
<p><b>Job Context (Key outputs of team/role)</b></p> <ul style="list-style-type: none"> <li>• Lead on and provide comprehensive input to the Transformation and Digital strategies and in particular working closely with the Director of Transformation and Customer Services to advice on technical aspects of the Transformation Programme.</li> <li>• Lead and direct the effective development and implementation of the key strategies on relating to the LBH ICT strategy and delivery Plan, and the Information Security Strategy and policies.</li> <li>• Lead and direct the strategic and general management of the ICT, Information Security, Internet and social media usage policies and Telephony.</li> <li>• Responsible for the effective management of a total revenue budget in the order of £8m, in 2019/20, a total capital budget in the order of £3m in 2019/20, and manage external contract service providers with annual spend in the region of £20m, including management of four direct reports and approximately 25 ICT staff.</li> <li>• Manage and direct the Council's ICT department and all relevant external contracts.</li> <li>• Identify the key ICT Stakeholders and build effective working relationships with internal colleagues / clients across LBH to establish credibility and an appropriate customer focus, with service providers to ensure appropriate performance and improvement.</li> <li>• Chair the IT Governance Board, and manage all key commercial partnerships for the ICT Partnership and be a member of the Transformation steering group.</li> <li>• Act as the LBH ICT 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.</li> <li>• Act as lead officer and directly advise relevant Chief Officers, council committees and panels including Cabinet and Scrutiny sub committees and council members on other strategic polices and practices relating to the Division and to access to services across the council.</li> <li>• Establish ICT standards and key performance analytics and metrics to ensure the HR services can be effectively monitored performance in line with service targets, with particular emphasis on client focus and cost effectiveness.</li> </ul>	

### Generic Duties

- 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.
- Ensure compliance with your 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.
- Promote and ensure participation in the Council's individual performance appraisal and development initiatives and information management best practice.
- To motivate, train, develop and performance manage staff to maintain an effective workforce capable of meeting its objectives.
- Develop the structures, systems and policies, necessary to support effective service delivery and to enable "continuous improvement".
- Formulate annual operational plans and budgets for the ICT function/team so that there are clear priorities and appropriate resources are allocated to their achievement.
- 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.
- To develop / contribute to longer term (2-3 years) plans for ICT so that they are developed in line with Council and Government priorities and customer requirements.
- Lead and manage the ICT Service so that they are responsive to customer requirements, accessible to all areas of the community, and provide value for money. 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.
- Prepare monitor and control the ICT service budget to ensure that expenditure is in line with the agreed business plan.
- Manage inter-directorate and inter-agency projects undertaking leadership of multi-disciplinary and multi-agency teams to achieve agreed objectives.
- Ensure compliance with the council's information security policies and maintain confidentiality.
- 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.
- Ensure that capital expenditure, including all projects funded externally, is completed in accordance with agreed schedules.
- Implement, maintain and develop Performance Management Systems to meet Statutory and Corporate reporting requirements.
- Evaluate the environmental impacts of services and take action to minimise these impacts over time.
- Support the operation of local and general elections when requested by the Returning Officer
- Contribute to the overall management and strategy of the Directorate and Division.

### Values, Behaviours and Equalities

We want our colleagues to live our values. These values describe what we stand for and how we do things at Harrow whilst inspiring, challenging and guiding us towards the delivery of our organisational ambitions and goals. Our three values are:

**Be Courageous, Do It Together and Make It Happen**

These values will also help us to achieve our equalities vision of being a proud, fair & cohesive Harrow, a great place to live, work & visit.

**Main Duties / Accountabilities**

1. To play a full, active and constructive part in the work of the Council by leading on key ICT issues which contribute to the development of the Council as a whole.
2. To provide direction, guidance and support to the Council, contributing to ICT 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.
5. To represent and otherwise deputise for the Corporate Director, as required.
6. To be responsible for the provision of a comprehensive range of ICT services throughout the authority and to provide the strategic and corporate lead on ICT 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. Direct and advise on the effective development and implementation of the LBH ICT strategy and delivery Plan, and the Information Security Strategies.
9. Develop and implement all internal communication systems including telephony, email, instant messaging and video as appropriate.
10. Lead and direct the strategic and general management of the ICT, Information Security, Internet, social media usage policies and Telephony.
11. To drive forward a programme of change by improving the organisation's effectiveness through the better use of ICT solutions.
12. Develop technology solutions to ensure the council can work with agility and remotely.
13. Develop the ICT networks and service provision within LBH to meet the ICT strategic plans.
14. To establish and implement action to ensure that Harrow has a workforce that represents Harrow's diverse communities at all levels of the organisation.
15. 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.
16. 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.
17. To lead and support the Council in identifying and implementing appropriate strategies to ensure quality standards of service delivery and performance.

**Selection Criteria - Knowledge, Skills and Experience**

<b>Role requirements</b>	<b>Essential</b>	<b>Desirable</b>
Excellent interpersonal skills to build a high degree of credibility and presence to negotiate, influence, inspire confidence and respect, to develop network within and outside of the council.	✓	
Excellent knowledge and experience of implementing a comprehensive and current ICT strategy within a large complex and diverse organisation.	✓	
Up to date knowledge and understanding of best practice modelling as	✓	

it relates to ICT services with the issues and challenges affecting the delivery of value for money.			
Significant experience of leading and managing a large ICT Team in a large, diverse and complex organisation	✓		
Exceptional knowledge, insight and experience in the use and application of ICT systems and technologies.	✓		
Excellent written, verbal presentational and communication skills in particular with a wide range of audience from senior leaders to employees across the council.	✓		
Excellent evaluation / analyse modelling and techniques to ensure accurate recommendations on technological solutions.	✓		
Excellent organisational skills to effectively plan and handle workload with conflicting priorities as well as maintaining a balanced customer focus.	✓		
Strong analytical ability with attention to detail, specifically focusing on analysing and interpreting complex statistical data including trends and performance management data, with a view to producing accurate and meaningful reports.	✓		
Clear and robust understanding of the technical and logistical aspects of ICT policies and processes to ensure successful interpretation and resolutions.	✓		
Must have a clear understanding of the diverse nature of Harrow's communities and the implications for services delivered to residents and service users	✓		
Inclusive team worker who can foster partnerships, work collaboratively across teams to achieve desired performance and outcomes in a demanding and pressurised environment independently and as part of a team.	✓		
Ability to carry out duties outside normal working hours as may be necessary including response to emergency situations and the out of hours services	✓		
Ability to work efficiently and effectively in a demanding and pressurised environment independently and as part of a team to contribute to the broader ICT agenda	✓		
Demonstrate ability to build effective working relationships at all levels and across the organisation, with staff, members and the public.	✓		
Resourceful and pragmatic problem-solving skills	✓		
Project management and delivery skills	✓		
<b>Qualifications</b>			
<b>Role Requirements.</b>	<b>Job specific examples</b> (if left blank refer to left hand column)	<b>Essential</b>	<b>Desirable</b>
Educated to degree level or equivalent ICT or has the equivalent relevant work experience.		✓	

Evidence of CPD		✓	
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**Other Requirements**  
**The job involves travel for business purposes:**

<b>Manager Signature</b>	<b>Employee Signature</b>
<b>Job Title</b>	<b>Job Title</b>
<b>Date</b>	<b>Date</b>

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<b>Job Title</b>	<b>Director of Human Resources &amp; Organisation Development</b>
<b>Pay Grade</b>	D2
<b>Directorate</b>	Resources
<b>Division</b>	Human Resources
<b>Reports to</b>	Corporate Director, Resources
<b>Location</b>	Civic Centre
<b>Role Purpose</b>	
<p>The Director of Human Resources &amp; Organisation Development will:</p> <ul style="list-style-type: none"> <li>• Lead the Human Resources and Organisational Development (HR&amp;OD) team responsible for the strategic and general management of the HR&amp;OD functions and leading the Council’s strategic workforce planning and organisational development.</li> <li>• Lead on and deliver a professional HR&amp;OD 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.</li> <li>• Manage and be responsible for the strategic and operational delivery of the HR&amp;OD division in line with priorities laid out in the Corporate Plan and departmental service plans, including the Occupational Health and Recruitment Services contracts.</li> <li>• Develop the Council’s Human Resources and Organisation Development strategy, plan and processes, with a focus on developing a positive HR &amp;OD climate during complex organisational change.</li> <li>• Develop and maintain effective working relationships with all relevant stakeholders both internally (with a client focus for internal departments and members), and externally (with Unions/government bodies/agencies).</li> </ul>	
<b>Job Context (Key outputs of team/role)</b>	
<ul style="list-style-type: none"> <li>• Lead on and manage the key HR strategies for the LBH setting the strategic objectives and particularly the HR&amp;OD functions including Workforce Planning and Resourcing, ER, OD/L&amp;D, management of the Trade Union relationship, Recruitment Services Occupational Health and Payroll ensuring processes are followed in compliance with relevant LBH policies and procedures.</li> <li>• Identify the key Stakeholders and build effective working relationships with internal colleagues / clients across LBH to establish credibility and an appropriate customer focus, and with external service partners / agencies to ensure appropriate performance and improvement.</li> <li>• Establish HR&amp;OD standards and key performance analytics and metrics to ensure the HR services can be effectively monitored performance in line with service targets, with particular emphasis on client focus and cost effectiveness.</li> <li>• Identify HR&amp;OD processes and improvement priorities; develop methodology and implementation plans to streamlined processes, ensuring both effectiveness and efficiency, and to develop resolutions to current cases / processes that have too many ‘touch points.</li> <li>• Take responsibility for the effective management of a total revenue budget in the order of £1.5m, in 2019/20, contributes to the effective management of LBH’s staffing budget of £90m and manage external contract service providers with annual spend in the region of £20m, including management of four direct reports and approximately 22 HR staff.</li> <li>• Take ownership of the commercial drive to increase Business Development activities of the of the HR&amp;OD services in collaboration with colleagues as necessary and increase HR income generation potential.</li> <li>• Act as the LBH HR representative at national and regional events, meetings and working parties and is responsible for developing constructive working relationships with the LGA,</li> </ul>	



London Councils, the WLA and Council's strategic partners.

- 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.

### **Generic Duties**

- 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.
- 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.
- Promote and ensure participation in the Council's individual performance appraisal and development initiatives and information management best practice.
- To motivate, train, develop and performance manage staff to maintain an effective workforce capable of meeting its objectives.
- Develop the structures, systems and policies, necessary to support effective service delivery and to enable "continuous improvement".
- Formulate annual operational plans and budgets for the HR function/team so that there are clear priorities and appropriate resources are allocated to their achievement.
- 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.
- To develop / contribute to 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.
- 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. 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.
- Prepare monitor and control the service budget to ensure that expenditure is in line with the agreed business plan.
- Manage inter-directorate and inter-agency projects undertaking leadership of multi-disciplinary and multi-agency teams to achieve agreed objectives.
- Ensure compliance with the council's information security policies and maintain confidentiality.
- 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.
- Ensure that capital expenditure, including all projects funded externally, is completed in accordance with agreed schedules.
- Implement, maintain and develop Performance Management Systems to meet Statutory and Corporate reporting requirements.
- Evaluate the environmental impacts of services and take action to minimise these impacts over time.
- Support the operation of local and general elections when requested by the Returning Officer
- Contribute to the overall management and strategy of the Directorate and Division.



### **Values, Behaviours and Equalities**

We want our colleagues to live our values. These values describe what we stand for and how we do things at Harrow whilst inspiring, challenging and guiding us towards the delivery of our organisational ambitions and goals. Our three values are:

#### **Be Courageous, Do It Together and Make It Happen**

These values will also help us to achieve our equalities vision of being a proud, fair & cohesive Harrow, a great place to live, work & visit.

### **Main 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.
20. To manage pre-employment administration, including recruitment support and pre-employment references
21. To manage the payroll function in line with agreed performance measures for Harrow Council and external clients
22. To support the Employees Consultative Forum and Chief Officer Employment Panel
23. To advise, support and assist directorates in promoting staff wellbeing.
24. To monitor and manage the performance of the council's occupational health service (TBC) and employee assistance programme

**Selection Criteria - Knowledge, Skills and Experience**

Role requirements	Essential	Desirable
Excellent interpersonal skills to build a high degree of credibility and presence to negotiate, influence, inspire confidence and respect, to develop network within and outside of the council.	✓	
Significant knowledge and understanding of HR practices / and employment / recruitment / case management, including the revision of practice and team development.	✓	
Comprehensive knowledge and understanding of best practice modelling as it relates to HR related services with the issues and challenges affecting the delivery of value for money.	✓	
Significant experience of leading and managing a large HR Team in a large, diverse and complex organisation	✓	
Excellent written, verbal presentational and communication skills in particular with a wide range of audience from senior leaders to employees across the council.	✓	
Excellent organisational skills to effectively plan and handle workload with conflicting priorities as well as maintaining a balanced customer focus.	✓	
Strong analytical ability with attention to detail, specifically focusing on analysing and interpreting complex statistical data including trends and performance management data, with a view to producing accurate and meaningful reports.	✓	
Clear and robust understanding of the technical, and legal aspects of Employment policies and processes to ensure successful and robust interpretation and resolutions	✓	
Must have a clear understanding of the diverse nature of Harrow's communities and the implications for services delivered to residents and service users	✓	
Inclusive team worker who can foster partnerships, work collaboratively across teams to achieve desired performance and outcomes in a demanding and pressurised environment independently and as part of a team.	✓	
Ability to carry out duties outside normal working hours as may be necessary including response to emergency situations and the out of hours services	✓	
Ability to work efficiently and effectively in a demanding and	✓	

pressurised environment independently and as part of a team to contribute to the broader HR&OD agenda		
Demonstrate ability to build effective working relationships at all levels and across the organisation, with staff, members and the public.	✓	
Resourceful and pragmatic problem-solving skills	✓	
Competent in the use of standard computer systems and technical databases	✓	
Project management and delivery skills	✓	

**Qualifications**

<b>Role Requirements.</b>	<b>Job specific examples</b> (if left blank refer to left hand column)	<b>Essential</b>	<b>Desirable</b>
Educated to degree level or equivalent CIPD or has the equivalent relevant work experience.		✓	
Evidence of CPD		✓	

**Other Requirements**

**The job involves travel for business purposes:**

<b>Manager Signature</b>	<b>Employee Signature</b>
<b>Job Title</b>	<b>Job Title</b>
<b>Date</b>	<b>Date</b>

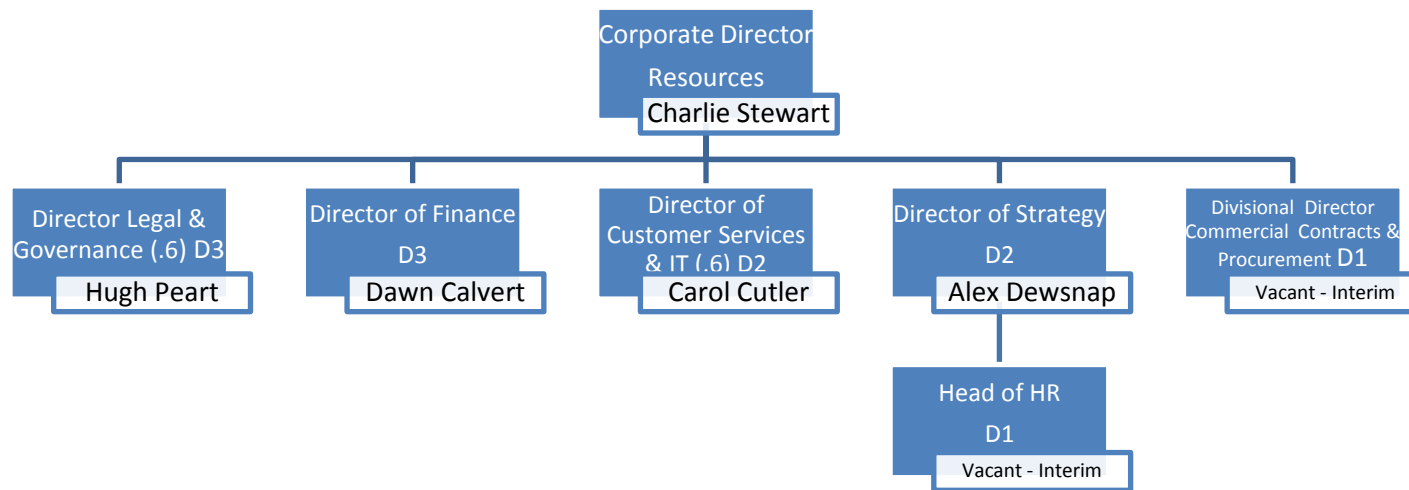
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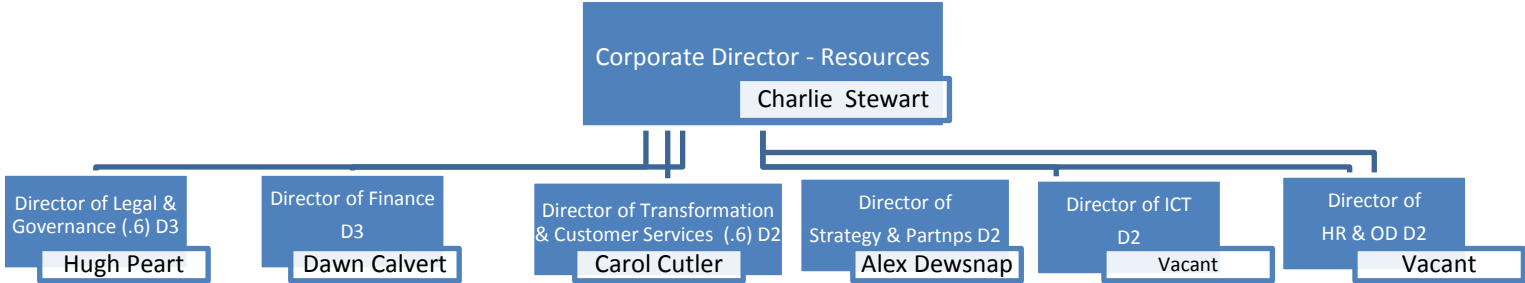
**Resources Directorate – Director Tier - Current Structure**

Annex A (i)



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**Resources Directorate – Director Tier - Proposed Structure**





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of the Local Government Act 1972.

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