

Chief Officers' Employment Panel Agenda

Date: Thursday 18 March 2021

Time: 11.00 am

Venue: Virtual Meeting - Online

Membership (Quorum 3)

Chair: Councillor Graham Henson

Labour Councillors: Maxine Henson
Christine Robson
Krishna Suresh

Conservative Councillors: Marilyn Ashton
Paul Osborn
Anjana Patel

Contact: Alison Atherton, Senior Professional - Democratic Services
Tel: 07825 726493 E-mail: alison.atherton@harrow.gov.uk

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Useful Information

Meeting details

This meeting is open to the press and public and can be viewed on www.harrow.gov.uk/virtualmeeting

Filming / recording of meetings

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The recording will be made available on the Council website following the meeting.

Agenda publication date: Wednesday 10 March 2021

Agenda - Part I

1. **Membership**
To note under the provisions of the formula membership the attendance of the 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 - 8)
That the minutes of the meeting held on 14 January 2021 be taken as read and signed as a correct record.
4. **Re-grading of the posts of Director of Education and Director People Services Strategy and Commissioning** (Pages 9 - 26)
Report of the Corporate Director, People

Agenda - Part II

Nil

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Chief Officers' Employment Panel

Minutes

14 January 2021

Present:

Chair: Councillor Adam Swersky

Councillors: Marilyn Ashton
Paul Osborn
Varsha Parmar
David Perry

**Apologies
received:** Keith Ferry
Graham Henson

56. Membership

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

Original Member

Councillor Graham Henson
Councillor Keith Ferry

Nominee Member

Councillor David Perry
Councillor Varsha Parmar

57. Election of Chair for the Meeting

RESOLVED: That Councillor Adam Swersky be appointed as Chair of the Panel for this meeting.

58. Declarations of Interest

RESOLVED: To note that the following interests were declared:

Agenda Item 5 - Appointment of Independent Council Board Member to the Harrow Strategic Development Partnership

Councillor David Perry declared a non-pecuniary interest in that he was the Portfolio Holder Assistant with the remit of Regeneration and had been involved with the Regeneration Panel for a number of years. He would remain in the room whilst the matter was considered and voted upon.

59. Minutes

RESOLVED: That the minutes of the meeting held on 11 June 2020 be taken as read and signed as a correct record.

60. 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>
5.	Appointment of Independent Council Board Member to the Harrow Strategic Development Partnership	Information under paragraph 1 (contains information relating to any individual).

Resolved Items

61. Appointment of Independent Council Board Member to the Harrow Strategic Development Partnership

Members received a confidential report of the Corporate Director of Community which provided the Curriculum Vitae and supporting statements of the shortlisted candidates to be interviewed for the Council's nomination for appointment as an independent Board Member to the Harrow Strategic Development Partnership.

RESOLVED (unanimously): That, having interviewed the shortlisted candidates and noting that an annual fee for the role of £12,000 per annum would be paid by the Harrow Strategic Development Partnership (HSDP), Mr Martyn Chase be selected as the Council's nominee for appointment as the Independent Board Member to the HSDP.

(Note: The meeting, having commenced at 9.30 am, closed at 1.03 pm).

(Signed) Councillor David Perry
Chair

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Report for: **Chief Officer**
Employment Panel

Date of Meeting: 18th March 2021

Subject: Re-grading of the posts of Director of Education and Director People Services Strategy and Commissioning

Responsible Officer: Paul Hewitt
Corporate Director People Services

Exempt: No

Wards affected: N/A

Enclosures: Appendix 1: Job Descriptions & Person Specifications – information only

Section 1 – Summary and Recommendations

This report makes a recommendation in relation to the review of the senior management structure of People Services for Education Services and People Services Commissioning and Strategy and proposes additional responsibilities and approval of remuneration packages.

Recommendations:

The Panel is requested to approve that the grade of D2 (£109,785 to £123,588) be applied to the posts of Director of Education and Director People Services Strategy and Commissioning.

Section 2 – Report

Background

- 2.1 People Services has a significant number of challenges and opportunities; specifically, budget pressures, supporting our schools and early years community, and social care. At a strategic directorate level, the overall structure and how it is operating in practice is good and fit for purpose. As the structure is sound and the officers are professional and competent, given the scale of the opportunities and challenges, a restructuring exercise is not appropriate at this time. The proposed changes to the role profile and person specification for the posts of Director of Education and Director People Services Strategy and Commissioning move forward on this basis, putting in place the necessary actions to formalise the existing arrangements across the Divisional Directors for Education Services and Strategy and Commissioning.
- 2.2 The current structure for People Services was established in April 2016 with the appointment of the Divisional Director Education Services and Divisional Director People Services Strategy, Commercialisation and Regeneration. Since then there have been several service reviews and minor and major re-structures to realign services and ensure capacity is effectively deployed including the People Services Commissioning re-structure following the LGA Peer Review and the School Effectiveness and Improvement and Early Years re-structures.
- 2.3 The role profiles for the Divisional Director posts and titles needed to be reviewed and updated, to reflect the changes that had evolved over time, as outlined in 2.2 above, and to incorporate the current responsibilities. The roles of these posts, Director of Education Services and Director of People Services Strategy and Commissioning are critical to ensure that there are clear lines of accountability across the Directorate, and clarity about these accountabilities for both internal and external stakeholders.
- 2.4 The current postholders are fulfilling the roles and responsibilities set out at Appendix A, and asked for the roles to be re-evaluated. Both

postholders are already in post and will be assimilated to the new grade of D2.

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

Role Profile and Person Specification

- 2.6 The new Director of Education and Director People Services Strategy and Commissioning job description and person specification are attached at Appendix A to this report.

Harrow Council's Pay Policy Statement 2020/2021

- 2.7 All employees, including Chief Officers are normally appointed on the lowest pay spine column point for their job evaluated grade. In exceptional circumstances employees may be appointed at a higher point within the evaluated grade.
- 2.8 The Council delegates authority to the Chief Officers' Employment Panel to make recommendations to Council on the appointment of the Head of Paid Service and make appointments of Chief Officers in accordance with the Council's Pay Policy.

Grade of Post

- 2.9 The two Director posts have been re-evaluated by HR and been graded as D2 - £109,785 - £123,588. [Both postholders are currently remunerated at SCP 5 of D1 -£103.527 due to their length of time in service].
- 2.10 The difference between D1 and D2 grades are as follows:

Grade	SCP	Annual Salary
D1	1	£87,807
	2	£91,707
	3	£94,821
	4	£98,379
	5	£103,527

Grade	SCP	Annual Salary
D2	1	£109,785
	2	£113,118
	3	£116,478
	4	£119,976
	5	£123,588

Remuneration Package

2. 11 The Chief Officers' Employment Panel are therefore requested to agree that these Director posts be graded as D2. Both post holders will move to SCP 1 of D2, backdated to 1st April 2020. [This is because the re-evaluation of the posts was paused in March 2020 due to the pandemic, and should have taken effect from that time].

Legal Implications

In accordance with the Constitution, this Panel is required to approve a remuneration package of £100,000 or over for any Council post.

The Panel is required to report back to Council for information purposes on all such approved remuneration packages.

Financial Implications

The financial implications of this report will be contained within the current resources of the People Services Directorate.

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.

Equalities implications / Public Sector Equality Duty

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 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 current postholders will be directly assimilated into these roles, the outcome of this exercise will 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

These roles will support the Council's objectives in a number of areas and relates to the following high-level priorities:

1. Improving the environment and addressing climate change
2. Tackling poverty and inequality
3. Building homes and infrastructure
4. Addressing health and social care inequality
5. Thriving economy

Section 3 - Statutory Officer Clearance

Statutory Officer:

Signed on behalf of the Chief Financial Officer

Sharon Daniels

Head of Strategic and Technical Finance (Deputy S151)

Date: 8th March 2021

Statutory Officer:

Signed on behalf of the Monitoring Officer

Caroline Eccles

Senior Lawyer - Employment and Governance

Date: 8th March 2021

Chief Officer: Paul Hewitt
Corporate Director People Services

Date: 2nd March 2021

Section 4 - Contact Details and Background Papers

Paul Hewitt, Corporate Director, People Services
paul.hewitt@harrow.gov.uk

Job Title	Director of Education
Pay Grade	TBE
Directorate	People Services
Division	Education Services
Reports to	Corporate Director People Services
Location	Dependant on the Line Manager
<p>Role Purpose</p> <p>The Director of Education will:</p> <ul style="list-style-type: none"> • Lead and direct the strategic and general management of the of the Education Division • Lead and direct the strategic development of the Educations Division Commissioning function for statutory and non-statutory services. • Lead and direct services that relate to the education of children and young people aged 0-19 and those 0-25 with special educational needs and disability. • Advise the Leader, Chief Executive and Corporate Director in respect of reforms and responses to the national government agenda that impact on Education services across the People Services Directorate. • Lead on and be responsible for providing advice to Elected Members. • Develop and maintain effective working relationships with all relevant stakeholders both internal departments and members, and externally including with health, schools, stakeholders, providers, voluntary sector, service users, government bodies etc. • Lead and direct the effective development and implementation of key strategies and education on behalf of the Council and People Services • Responsible for integration of health and education (in partnership with Care) in Harrow in relation to SEND • Represent and otherwise deputise for Portfolio Holders and Corporate Director of People Services, as required • Principal point of contact with Regional Schools Commissioner and DFE on Education matters in relation to Harrow • Lead on the Council's Planning for school places and programmes for capital investment in school to ensure schools are designed to achieve the best outcomes. • Lead and influence the Council's 0-24 strategy to increase learning opportunities. 	
<p>Job Context (Key outputs of team/role)</p> <p>The post holder will:</p> <ul style="list-style-type: none"> • be based within the People Directorate within Harrow Council and report directly to the Corporate Director People Services and holds the strategic lead for Education. • be a member of the People Services Leadership Team, Corporate Leadership Group (CLG) and Education Service Management Team. • work across the directorate and organisational boundaries in a cross cutting and collaborative way seeing the links and synergies with budgets, resources and policies that will promote the Council's agreed priorities and put the interest of the Council first. • act as lead officer and directly advise the Corporate Director, council committees and panels including Cabinet and Scrutiny sub committees and council members on all strategic policies and practices relating to the People Services Directorate. Plans will cover between 1 and 5 year periods. • Lead and direct the strategic and general management of the following services / functions: 	

- The LA relationship with maintained, academy and free schools and LA partnerships with the private school sector
- Harrow Virtual School
- Special Educational Needs Assessment and Review Service (SENARS)
- SEND Transport commissioning
- Children’s Sensory Team
- Educational Psychology Service
- Autism Spectrum Team
- Portage
- School Admissions
- School Attendance
- School Organisation
- Children Missing Education
- Child Performance and Employment
- Elective Home Education (EHE)
- Home to School Transport
- Early Years (EYT): Childminders; PVI’s, EYFS
- Families Information Service (FIS)
- School Effectiveness (School Improvement)
- Harrow Education Partnership Board relationship
- Monitoring and Moderation of national tests
- Governor Services; including Governor Training
- NQT
- Standing Advisory Council for Religious Education (SACRE) and the Agreed Syllabus Conference (ASC).
- Young People who are not in Education, Employment of Training (NEET)
- Commissioning of licences across Education and related teams
- Develop and drive the agenda for the Council’s traded services to schools.
- Ensure appropriate governance arrangements, including the management of finance and regulatory activity.
- Support schools to improve educational achievements and learning outcomes for children and young people, including those looked after, those in receipt of free school meals, with special educational needs, disability or at risk of exclusion.
- Responsibility for ensuring that schools, academies, and colleges identify and address the causes of inequalities in educational outcomes and attainment, especially for vulnerable learners and children looked after.
- Promote inclusion and ensure delivery of an authority wide model for inclusion and challenge schools where pupil exclusions are unreasonable.
- Lead on strategies to work with schools and other associated bodies regarding performance and autonomy and championing appropriate intervention with under performing schools and those requiring improvement.
- Promote a culture of aspiration throughout Harrow working in close partnership with education and skills stakeholders.
- Building a positive reputation for Education. Learning and Skills, locally and nationally through effective communications and stakeholder engagement.

Responsibility for:

- SEN funding of £40 million
- Other DSG funding of £16 million
- PP funding of £300,000

Staffing (core, DSG and SLA's)
£4million (approx.)

- **Generic Duties**
- *Implement and champion, through service and staff development, the Council's Health and Safety, Equal Opportunity and Information Security Policies.*
- *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 support the operation and general elections when requested by the returning officer.*

- **(The Following Generic Duties are for Managers with Delegated Budgetary Authority - please delete and amend where appropriate)**
- *To motivate, train, develop and performance manage staff to maintain an effective workforce capable of meeting its objectives.*
- *To manage the function so that the services provided are responsive to customer requirements, accessible to all areas of the community and provide value for money*
- *To develop the structures, systems and policies necessary to support effective service delivery.*
- *To formulate annual operational plans and budgets for the function **or team** so that there are clear priorities and appropriate resources are allocated to their achievement.*
- *To resolve the most complex and high-level operational issues so that they are resolved effectively and precedents are set for the resolution of similar issues.*
- *To develop **or 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.*
- *To ensure services link effectively with related service provision, within or external to the Council, so that coherent and value for money services are provided. Where appropriate, and in conjunction with other service providers, to undertake joint planning of service delivery and/or for the closer integration of service provision.*
- *Prepare monitor and control the service budget to ensure that expenditure is in line with the agreed business plan.*
- *To manage the teams and service provided in a way that promotes the Council's approach to diversity.*
- *Provide performance management for Council employees working within the service.*

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. Advise the Corporate Director and the Council's leadership team on policy and legislation relevant to People Services Directorate.
2. Resolve complex matters across People Services with the Council's People Services leadership team without recourse to the Corporate Director People Services except in the most serious situations.
3. Provide strategic leadership on the development and implementation of policies, strategies and projects that deliver the responsibilities and priorities of People Services Education including the Local Authority statutory duties for education.
4. To act as lead officer and directly advise the Corporate Director, portfolio holders, council committees and panels including Cabinet and Scrutiny sub committees and council members on all strategic policies and practices relating to the People Services Education functions. Attend council, cabinet and other committees and events as required.
5. Lead and direct the development and implementation of the People Services Strategic Education Plan, the SEND Strategy and other partnership plans relevant to Education.
6. Lead and co-ordinate communication on People Services Education both internally and with partners.
7. Develop and maintain effective governance and performance frameworks to clarify accountabilities, expectations and ensure that effective monitoring, reporting and challenge mechanisms are in place for Education services.
8. Ensure service agreements and contract arrangements enable service delivery against agreed outcomes
9. Ensure monitoring and review arrangements are in place to enable evaluation of service delivery and impact on achieving agreed outcomes.
10. Maintain and develop effective systems and processes for identifying the needs of the local community and the resources available to deliver agreed outcomes.
11. Maintain and develop an effective framework for consultation, engagement and co-production with service users, staff, trade unions, voluntary and community organisations, partners and other stakeholders.
12. Ensure services are both delivered and commissioned to enable achievement of agreed outcomes through effective, efficient, equitable and sustainable service delivery.
13. Lead innovation in the development of new approaches to service delivery to ensure continuous improvement in value for money, performance and quality of services.
14. Maintain and develop effective relationships and strategic partnership working with key partners, service providers and stakeholders and the wider community to facilitate high quality provision of services.
15. Responsible for integration of health and education (in partnership with Care) in Harrow in relation to SEND

16. Represent or deputise for the Corporate Director People Services as required at statutory and non-statutory forums e.g. Departmental, Council and partnership meetings and events.
17. 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.
18. Together with the Corporate Director and in collaboration with People Services Management Team and elected members, establish and implement a vision for Harrow in the development of its services, organisation and workforce.
19. Provide strategic leadership to school organisation strategy development and implementation and lead the commissioning of the school organisation capital programme.
20. Lead on a directorate developmental plan to review the use of assets for vulnerable residents and influence the regeneration programme to provide more local resources with potential savings in the future.
21. Secure alternative funding and resources as opportunities arise including bidding for capital and revenue grants and support charitable organisations to secure funding.

Selection Criteria - Knowledge, Skills and Experience		
Role requirements	Essential	Desirable
Excellent knowledge and understanding of current issues for local government particular across People Services and operating in a political environment.	✓	
Excellent knowledge and understanding of the legislative frameworks affecting LA responsibilities.	✓	
A clear understanding of the diverse nature of Harrow's communities and the implications for achievement and inclusion services.	✓	
Experience of providing high level professional challenge, advice and support to partners, providers, headteachers, governors, Council officers and members.	✓	
Experience of leading on strategic policy development and implementation.	✓	
A strategic and lateral thinker, able to contribute to interdependent leadership and the development of integrated service delivery.	✓	
Experience and success in leading and managing individuals, teams, and budgets.	✓	
Proven experience of managing change and improvement programmes	✓	
Highly developed leadership skills, including evidence of	✓	

strategic thinking and planning.		
Proven ability to provide written reports to strategic and operational partners, including quality cabinet reports, briefings to senior partners etc.	✓	
Excellent critical thinking, influencing, communication and presentation skills.	✓	
High level analytical skills and the ability to draw data from a range of sources and present in a clear, concise manner.	✓	
Proven ability to motivate and manage teams.	✓	
Proven ability to make decisions autonomously when required on difficult issues.	✓	
Proven ability to work on own initiative and organise workload, working to schedule within changing deadlines.	✓	
Ability to work evenings and weekends as required.	✓	
Enhanced CRB clearance.	✓	

Qualifications

Role Requirements.	Job specific examples (if left blank refer to left hand column)	Essential	Desirable
Educated to degree level or equivalent or has the equivalent relevant work experience.		✓	
Evidence of continuous professional development		✓	

Other Requirements

The job involves travel for business purposes:

Manager Signature	Employee Signature
Job Title	Job Title
Date	Date

Job Title	Director People Services Strategy and Commissioning
Pay Grade	TBE
Directorate	People Services
Division	People Services Strategy and Commissioning
Reports to	Corporate Director People Services
Location	Dependant on the Line Manager
<p>Role Purpose</p> <p>The Director of People Services Strategy and Commissioning will:</p> <ul style="list-style-type: none"> • Lead and direct the strategic and general management of the of the Strategy and Commissioning Division • Lead and direct the strategic development of the People Services Commissioning function for statutory and non-statutory services. • Advise the Leader, Chief Executive and Corporate Director in respect of reforms and responses to the national government agenda that impact on commissioning services across the People Services Directorate. • Lead on and be responsible for providing advice to elected members • Develop and maintain effective working relationships with all relevant stakeholders both internal departments and members, and externally including with health, schools, stakeholders, providers, voluntary sector, service users, government bodies etc. • Lead and direct the effective development and implementation of key strategies and commissioning on behalf of the Council and People Services • Lead and direct the integration of health and social care across Harrow and North West London (NWL) • Represent and otherwise deputise for Portfolio Holders and Corporate Director of People Services, as required 	
<p>Job Context (Key outputs of team/role)</p> <p>The post holder will:</p> <ul style="list-style-type: none"> • be based within the People Directorate within Harrow Council and report directly to the Corporate Director People Services and holds the strategic lead for strategy and commissioning across People Services. • be a member of the People Services Leadership Team, Corporate Leadership Group (CLG) and Education Service Management Team. • work across the directorate and organisational boundaries in a cross cutting and collaborative way seeing the links and synergies with budgets, resources and policies that will promote the Council's agreed priorities and put the interest of the Council first. • act as lead officer and directly advise the Corporate Director, council committees and panels including Cabinet and Scrutiny sub committees and council members on all strategic policies and practices relating to the People Services Directorate. <ul style="list-style-type: none"> – Responsible for the effective management of: <ul style="list-style-type: none"> – a revenue commissioning budget approx. £60m, – a capital budget approx. £28m, – management of 1-4 direct reports and approximately 25 staff – indirect management of internal and external multi-disciplinary staff including professional specialists • Lead and direct the strategic and general management of the following services / functions: 	

- Strategic Commissioning and Market Management
- Arranging Care Team, Contract Monitoring Team and the Adults and Children’s Complaints Team and Information Requests Team.

- **Generic Duties**

- *Implement and champion, through service and staff development, the Council’s Health and Safety, Equal Opportunity and Information Security Policies.*
- *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 support the operation and general elections when requested by the returning officer.*

- **(The Following Generic Duties are for Managers with Delegated Budgetary Authority - please delete and amend where appropriate)**

- *To motivate, train, develop and performance manage staff to maintain an effective workforce capable of meeting its objectives.*
- *To manage the function so that the services provided are responsive to customer requirements, accessible to all areas of the community and provide value for money*
- *To develop the structures, systems and policies necessary to support effective service delivery.*
- *To formulate annual operational plans and budgets for the function **or team** so that there are clear priorities and appropriate resources are allocated to their achievement.*
- *To resolve the most complex and high level operational issues so that they are resolved effectively and precedents are set for the resolution of similar issues.*
- *To develop **or 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.*
- *To ensure services link effectively with related service provision, within or external to the Council, so that coherent and value for money services are provided. Where appropriate, and in conjunction with other service providers, to undertake joint planning of service delivery and/or for the closer integration of service provision.*
- *Prepare monitor and control the service budget to ensure that expenditure is in line with the agreed business plan.*
- *To manage the teams and service provided in a way that promotes the Council’s approach to diversity.*
- *Provide performance management for Council employees working within the service.*

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. Advise the Corporate Director and the Council's leadership team on policy and legislation relevant to People Services Directorate.
2. Resolve complex matters across People Services with the Council's People Services leadership team without recourse to the Corporate Director People Services except in the most serious situations.
3. Provide strategic leadership on the development and implementation of policies, strategies and projects that deliver the responsibilities and priorities of People Services Commissioning including the Local Authority statutory duties for education, ASC and CSC.
4. To act as lead officer and directly advise the Corporate Director, portfolio holders, council committees and panels including Cabinet and Scrutiny sub committees and council members on all strategic policies and practices relating to the People Services Commissioning. Attend council, cabinet and other committees and events as required
5. Lead and direct the development and implementation of the People Services Strategic Commissioning Plan and related projects.
6. Lead and co-ordinate communication on People Services Commissioning both internally and with partners.
7. Develop and maintain effective governance and performance frameworks to clarify accountabilities, expectations and ensure that effective monitoring, reporting and challenge mechanisms are in place for commissioned services, including Council led and joint commissioning with partners
8. Ensure service agreements and contract arrangements enable service delivery against agreed outcomes
9. Ensure monitoring and review arrangements are in place to enable evaluation of service delivery and impact on achieving agreed outcomes.
10. Maintain and develop effective systems and processes for identifying the needs of the local community and the resources available to deliver agreed outcomes.
11. Maintain and develop an effective framework for consultation, engagement and co-production with service users, staff, trade unions, voluntary and community organisations, partners and other stakeholders.
12. Ensure services are commissioned to enable achievement of agreed outcomes through effective, efficient, equitable and sustainable service delivery.
13. Lead innovation in the development of new approaches to service delivery to ensure continuous improvement in value for money, performance and quality of services ‘
14. Maintain and develop effective relationships and strategic partnership working with key partners, service providers and stakeholders and the wider community to facilitate high quality commissioning of services
15. Lead and direct the integration of health and social care across Harrow and North West

London (NWL).
16. Represent or deputise for the Corporate Director People Services as required at statutory and non-statutory forums e.g. Departmental, Council and partnership meetings and events.
17. 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.
18. Together with the Corporate Director and in collaboration with People Services Management Team and elected members, establish and implement a vision for Harrow in the development of its services, organisation and workforce.
19. Provide strategic leadership to school organisation strategy development and implementation and lead the commissioning of the school organisation capital programme.
20. Lead on a directorate developmental plan to review the use of assets for vulnerable residents and influence the regeneration programme to provide more local resources with potential savings in the future.
21. Secure alternative funding and resources as opportunities arise including bidding for capital and revenue grants and support charitable organisations to secure funding.

Selection Criteria - Knowledge, Skills and Experience

Role requirements	Essential	Desirable
Excellent knowledge and understanding of current issues for local government particular across People Services and operating in a political environment.	✓	
Excellent knowledge and understanding of the legislative frameworks affecting LA responsibilities.	✓	
A clear understanding of the diverse nature of Harrow's communities and the implications for achievement and inclusion services.	✓	
Experience of providing high level professional challenge, advice and support to partners, providers, headteachers, governors, Council officers and members.	✓	
Experience of leading on strategic policy development and implementation.	✓	
A strategic and lateral thinker, able to contribute to interdependent leadership and the development of integrated service delivery.	✓	
Experience and success in leading and managing individuals, teams, and budgets.	✓	
Proven experience of managing change and improvement programmes	✓	
Highly developed leadership skills, including evidence of	✓	

strategic thinking and planning.		
Proven ability to provide written reports to strategic and operational partners, including quality cabinet reports, briefings to senior partners etc.	✓	
Excellent critical thinking, influencing, communication and presentation skills.	✓	
High level analytical skills and the ability to draw data from a range of sources and present in a clear, concise manner.	✓	
Proven ability to motivate and manage teams.	✓	
Proven ability to make decisions autonomously when required on difficult issues.	✓	
Proven ability to work on own initiative and organise workload, working to schedule within changing deadlines.	✓	
Ability to work evenings and weekends as required.	✓	
Enhanced CRB clearance.	✓	

Qualifications

Role Requirements.	Job specific examples (if left blank refer to left hand column)	Essential	Desirable
Educated to degree level or equivalent or has the equivalent relevant work experience.		✓	
Evidence of continuous professional development		✓	

Other Requirements

The job involves travel for business purposes:

Manager Signature	Employee Signature
Job Title	Job Title
Date	Date

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