

Chief Officers' Employment Panel Agenda

Date: Monday 10 May 2021

Time: 5.00 pm

Venue: Virtual Meeting - Online

Membership (Quorum 3)

Chair:	Councillor Graham Henson
Labour Councillors:	Angella Murphy-Strachan Varsha Parmar Natasha Proctor
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

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

Agenda publication date: Thursday 29 April 2021

Agenda - Part I

1. **Membership**
To note under the provisions of the formula membership the attendance of 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 held on 18 March 2021 be taken as read and signed as a correct record.
4. **Appointment of the Corporate Director, Community** (Pages 7 - 16)
Report of the Chief Executive
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:

Agenda Item No	Title	Description of Exempt Information
6.	Appointment of the Corporate Director, Community	Information under paragraph 1 (contains information relating to any individuals).

Agenda - Part II

6. **Appointment of the Corporate Director, Community** (To Follow)
To consider the report of Penna with regard to the post of the Corporate Director, Community and to agree the candidates to be invited to interview.

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Chief Officers' Employment Panel

Minutes

18 March 2021

Present:

Chair: Councillor Graham Henson

Councillors: Marilyn Ashton
Maxine Henson
Paul Osborn
Anjana Patel
Christine Robson
Krishna Suresh

62. Membership

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

Ordinary Member

Nominee Member

Councillor Keith Ferry

Councillor Maxine Henson

63. Declarations of Interest

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

Resolved Items

64. Minutes

That the minutes of the meeting of the Chief Officers' Employment Panel held on 14 January 2021 be taken as read and signed as a correct record.

65. Re-grading of the posts of Director of Education and Director People Services Strategy and Commissioning

Members received a report which made 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 proposed additional responsibilities and approval of remuneration packages.

The Corporate Director of People Services introduced the report and explained that the role profiles for the Divisional Director posts and titles had needed to be reviewed and updated to reflect the changes that had evolved over time and to incorporate current responsibilities. Both postholders were already fulfilling the additional responsibilities and were currently at the top of the spinal point in D1 and therefore the increase was relatively small. The Hays evaluation of the roles had been paused at the start of the COVID 19 pandemic and therefore the postholders would be eligible for the re-grading back to April 2020.

In response to a Member's questions as to the additional responsibilities being undertaken that warranted an increase in salary from D1 to D2 and the backdating of payments, the Corporate Director advised that the Director Strategy had been undertaking the additional responsibilities in relation to both procurement of contracts and supervision. In terms of the Director of Education, increased supervisory responsibilities were being undertaken and new services delivered. An officer clarified that the evaluation of both roles had indicated that the correct salary point was secure within D2 and that the backdating of pay was in line with the process as the additional responsibilities were being undertaken. She added that the postholders would not receive an increment until April 2022.

The Panel noted the reservations of some Members in terms of the backdating of pay for a year when others had lost their jobs as a result of the pandemic but acknowledged that this fell outside of their remit.

RESOLVED (unanimously): That the grade of D2 (£109,785 to £123,588) be applied to the posts of Director of Education and Director of People Services Strategy and Commissioning.

(Note: The meeting, having commenced at 11.03 am, closed at 11.37 am).

(Signed) Councillor Graham Henson
Chair



**Report for: Chief Officers'
Employment Panel**

Date of Meeting: 10 May 2021

Subject: Appointment of the Corporate Director of Community

Responsible Officer: Sean Harris, Chief Executive

Exempt: No but the applications of shortlisted candidates are exempt by virtue of Paragraph 1 of Schedule 12A (as amended) of the Local Government Act 1972 in that they contain information relating to individuals

Wards affected: All wards

Enclosures: Appendix 1 – Role Profile for the Corporate Director of Community

Applications of Shortlisted candidates will be circulated separately

Section 1 – Summary and Recommendations

This report sets out the process for the permanent recruitment to the role of Corporate Director of Community, the proposed remuneration and interim arrangements for the period between the departure of the previous postholder and the start of the appointed candidate.

Recommendations:

That:

- 1) a selection of candidates to be shortlisted for the Corporate Director of Community role be agreed;
- 2) Following the interview of the shortlisted candidates by the Panel, the preferred candidate be appointed to the post of Corporate Director of Community, subject to there being no well-founded objection made by any member of the Executive;
- 3) the remuneration package for the Corporate Director of Community role in line with the evaluated grade of D4 (£138,078 to £150,774) be agreed.

Section 2 – Report

1. Background

- 1.1 The Corporate Director, Community (Grade D4) is a non-statutory Chief Officer post. This role was occupied by the previous postholder from November 2017 to April 2021, until he resigned to become Chief Executive of Herefordshire Council.
- 1.2 The Panel met informally on the 10 March 2021 and it was agreed that the Chief Executive and Director of Human Resources and Organisational Development (HR&OD) would begin the recruitment process for the post of Corporate Director of Community at D4 Grade.
- 1.3 Subsequently, the Council's Resourcing Service invited proposals from six of the market-leading recruitment agencies, of which three of them were invited to pitch their proposal to the Chief Executive and Director of HR&OD. Following review, Penna plc was appointed to carry out the recruitment for the Corporate Director of Community role. In addition, the decision was made by the Panel to advertise the role in the Guardian job board and through a dedicated microsite, together with the network within the Communities / Environmental profession, with a closing date for application of 16 April 2021.
- 1.4 Forty applications were received. Longlisting took place with Penna on the 21 April 2021, with thirteen applicants progressing to the technical interview stage.
- 1.5 Shortlisted candidates will undertake psychometric tests, the results of which will be shared with the Panel.
- 1.6 The final selection process will include external and internal stakeholder panel interviews. The external stakeholder panel will have representatives from Greater London Authority, Wates, Homes in Mind and Community leaders. The internal stakeholder panel will include direct reports, staff group and trade union

representatives. Feedback from these discussions will be presented orally to this Panel to inform the selection decision.

- 1.7 For the interim arrangement, the Panel met informally on the 20 April 2021, following interviews of 2 internal candidates, the Director of Economy and Culture was confirmed to act up into the role of Corporate Director of Community until the start date of the permanently appointed candidate.

2. Legal Implications

- 2.1 In accordance with the Council's Constitution, this Panel is required to approve a remuneration package of £100,000 or over for any Council post.
- 2.2 The Panel is required to report back to Council for information purposes on all such approved remuneration packages.
- 2.3 Harrow Council's Pay Policy Statement 2019 provides that: 'All employees, including Chief Officers, are normally appointed on the lowest pay spine column point for their job evaluated graded. In exceptional circumstance, 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.'

3. Financial Implications

- 3.1 The salary for the Corporate Director of Community is fully accounted for in the directorate annual budget.
- 3.2 The annual salary for the Corporate Director of Community is in the 2020/2021 pay range of £138,078 to 150,774 (Grade D4).
- 3.3 From salary expectation identified during the recruitment exercise, candidates' salary expectations are within the salary range of D4.

4. Risk Management Implications

Risks included on corporate or directorate risk register? **No**

Separate risk register in place? **No**

The relevant risks contained in the register are attached/summarised below. **N/a**

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

5. 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 last annual report considered in 2019 identified from the Council's workforce profile data that there is an under-representation of woman, BAME and disabled staff in the current senior management structure.

The following actions have been proposed/taken:

- 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.
- Ensured equality, diversity and inclusion led recruitment campaign. Furthermore, it ensured that all aspects of the campaign were designed to maximise engagement from potential candidates.

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

6. Council Priorities

The role of the Corporate Director of Community holds a significant operational and leadership influences to deliver all of the below listed Council 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: Dawn Calvert

Signed on by the Chief Financial Officer

Date: 26/04/2021

Statutory Officer: Caroline Eccles

Signed on behalf of the Monitoring Officer

Date: 28/04/2021

Chief Officer: Sean Harris

Signed by the Chief Executive

Date: 28/04/2021

Mandatory Checks

Ward Councillors notified: NO

Section 4 - Contact Details and Background Papers

Contact: Akhil Wilson, Head of Resourcing, Akhil.wilson@harrow.gov.uk

Background Papers: None

If appropriate, does the report include the following considerations?

- | | |
|-----------------|----|
| 1. Consultation | NO |
| 2. Priorities | NO |

Appendix 1

Role Profile of Corporate Director for Community

Job Title	Corporate Director for Community
Pay Grade	D4 (£138,078 - £150,774)
Directorate	Community
Reports to	Chief Executive
Location	Dependant on the Line Manager
<p>Role 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 Community Directorate.</p>	
<p>Job Context (Key outputs of team/role) This post reports directly to the Chief Executive and will direct and will lead the community directorate.</p> <p>The post holder will be responsible for Housing, Environmental Services, Commercial Development, Planning and Economic Development.</p> <p>This is a Chief Officer post and reports to the Chief Executive</p> <p>Responsible for the effective management of delegated budgets:</p> <ul style="list-style-type: none"> • 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 in the order of £22m • Directly manages 5 Directors Service and has overall responsibility for circa. 500 employees. 	
<p>Main Duties / Accountabilities</p> <p><u>Leadership</u></p> <ol style="list-style-type: none"> 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. Deliver efficiency and value for money and sound financial management 4. Develop and maintain systems and processes to develop capability, skills, and knowledge through innovation at all levels within the organisation 5. Develop and maintain a healthy and effective interface between the Council Members and Officers 	

6. 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
7. 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.
8. Represent the Council and/or the Chief Executive in discussions with partner organisations and other stakeholders.
9. Lead and direct corporate and cross council activities as specified by the Chief Executive.
10. Deputise for the Chief Executive within functional areas and other areas as specified by the Chief Executive.

Commissioning

11. Maintain and develop effective systems and processes for identifying the needs of the local community and the resources available to deliver agreed outcomes.
12. Maintain and develop an effective framework for consultation and engagement with service users, staff, trade unions, voluntary and community organisations, partners, and other stakeholders.
13. Ensure services are commissioned to enable achievement of agreed outcomes through effective, efficient, equitable and sustainable service delivery.
14. Ensure service agreements and contract arrangements enable service delivery against agreed outcomes
15. Ensure monitoring and review arrangements are in place to enable evaluation of service delivery and impact on achieving agreed outcomes.
16. Ensure in conjunction with strategic partners, government, and other agencies the achievement of council objectives and the fulfilment of statutory obligations and national requirements.
- 17.

Partnership

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

Performance and Resource Management

21. Provide effective management arrangements to ensure delegated resources are used to best effect to deliver agreed outcomes
22. Develop and maintain effective governance and performance frameworks to clarify

accountabilities, expectations and ensure that effective monitoring, reporting, and challenge mechanisms are in place

23. 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

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

Equality and Diversity

25. 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

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.

Diversity Statement

Our staff are our greatest asset and therefore no unnecessary conditions or requirements will be applied which could have a disproportionately adverse effect on any one group. All sections of the population will have equal access to jobs. No applicant or employee will receive less favourable treatment because of age, disability, gender, reassignment, race, religion or belief, sex, sexual orientation, marriage or civil partnership and pregnancy or maternity unless a Genuine Occupational Qualification applies.

Harrow is committed to making our recruitment practises barrier-free and as accessible as possible to everyone. This includes making adjustments or changes for disabled people or people with long-term health conditions. If you would like us to do anything differently during the recruitment process, or provide any information in an alternative format please contact us at resourcing@harrow.gov.uk

Role Specific Duties / Accountabilities

26. 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

27. 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

28. 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.

Selection Criteria - Knowledge, Skills and Experience

Role requirements

- a. Comprehensive understanding of service delivery, service development, Government policy, and key issues, including equalities issues, in a large organisation.
- b. Comprehensive understanding of change management processes and directing the senior leadership team in a challenging environment.
- c. To act decisively to challenges and change tack if a task isn't delivering the anticipated results.
- d. High level communication and interpersonal skills with the capacity to successfully negotiate and engage with a diverse range of stakeholders, Members, Trade Unions, Managers, Staff, Residents, and external partners
- e. Able to demonstrate a high standard of written and verbal communication skills, including report writing and presentation skills.
- f. Lead innovation in the development of new approaches to service delivery to ensure continuous improvement in value for money, performance and quality of services.
- g. Experience of working in partnership with Trade unions.
- h. Demonstrated ability to implement and oversee business strategies, development and delivery plans
- i. Extensive and proven track record of success within an organisation of comparable scope and complexity
- j. Demonstrated experience in delivering efficiency and value for money and sound

financial management			
k. Substantial experience in developing and maintaining effective governance and performance frameworks to clarify accountabilities.			
l. Can establish and implement a vision for a challenging environment in the development of its services, organisation and workforce.			
m. Proven track record to develop and maintain a culture that encourages innovation and improvement			
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.		✓	

Manager Signature	Employee Signature
Job Title	Job Title
Date	Date