

Chief Officers' Employment Panel Agenda

Date: Thursday 30 March 2023

Time: 5.30 pm

Venue: Meeting Room 3, Fourth Floor - Harrow Council
Hub

Membership (Quorum 3)

Chair: Councillor Paul Osborn

Conservative Councillors: David Ashton
Marilyn Ashton
Hitesh Karia

Labour Councillors: Stephen Hickman
David Perry
Natasha Proctor

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

Scan this code for the electronic agenda:



Useful Information

Joining the Meeting Virtually

The meeting is open to the public and can be viewed online at [London Borough of Harrow webcasts](#)

Attending the Meeting in Person

The venue is accessible to people with special needs. If you have specific requirements, please contact the officer listed on the front page of this agenda.

You will be admitted on a first-come-first basis and directed to seats.

Please:

- (1) Stay seated.
- (2) Access the meeting agenda online at [Browse meetings - Chief Officers' Employment Panel – Harrow Council](#)
- (3) Put mobile devices on silent.
- (4) Follow instructions of the Security Officers.
- (5) Advise Security on your arrival if you are a registered speaker.

Filming / recording

This meeting may be recorded or filmed, and if you choose to attend, you will be deemed to have consented to this. Any recording may be published on the Council website.

Agenda publication date: Wednesday 22 March 2023

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 all Members present.
3. **Minutes** (Pages 5 - 8)
That the minutes of the meeting held on 8 December 2022 be taken as read and signed as a correct record.
4. **Recruitment of Director of Children Services and Director of Corporate Resources & Transformation** (Pages 9 - 24)
Report of the Chief Executive

Agenda - Part II

Nil

This page is intentionally left blank



Chief Officers' Employment Panel

Minutes

8 December 2022

Present:

Chair: Councillor Paul Osborn

Councillors: Marilyn Ashton Pritesh Patel
 Stephen Hickman David Perry
 Hitesh Karia Natasha Proctor

18. Membership

RESOLVED: To note that there were no nominee Members in attendance.

19. Declarations of Interest

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

Resolved Items

20. Minutes

That the minutes of the meeting of the Chief Officers' Employment Panel held on 13 October 2022 be taken as read and signed as a correct record.

21. Director Posts in People Directorate

Members received a report which sought retrospective approval for the creation of 6 D1 graded posts within the People Directorate.

The Corporate Director, People, introduced the report and explained that the 6 posts within the Directorate had been graded D1 following job evaluation. The results of the job evaluations had resulted in these staff being paid or to

potentially be paid more than £100,000 per annum and approval of these remuneration packages had not previously been sought from the Panel.

A Member expressed concern that this situation had arisen and sought reassurance that it would not happen again. Another Member sought clarification as to whether the posts were currently filled and how the five posts within Children Services would be funded. The Corporate Director confirmed that all of the posts were filled and that the Children Services budget was currently overspending and the five posts within that service had been upgraded without proper adjustment to the budget. There would however be efficiency proposals coming forward.

The Chair stated that the report regularised the position and Members noted that as staff were in the positions and doing the jobs there was little choice in terms of approval. An officer clarified the process in terms of HR and advised that additional steps had been put into the process to prevent this situation arising again.

The Panel were unanimous in their concern that they had been put in the position of having to retrospectively approve the 6 remuneration packages. The Chair clearly stated that approval would not be given if this situation arose again.

RESOLVED: That the following posts in the People Directorate with salary packages of £91,269 - £107,264 be retrospectively approved:

- Head of Service: Children's Access
- Head of Service: Children in Need
- Head of Service: Quality Standards & Practice Improvement
- Head of Service: Corporate Parenting
- Head of Service: Early Help & Youth Justice
- Head of Service: Specialist Learning & Disability and Children & Young Adults with Disabilities

22. Any Other Urgent Business - Appointment of Director of Adult Social Services (DASS)

Members agreed to consider an urgent report, which had been circulated on the supplemental agenda, that set out the process for the interim arrangements of the statutory post of Director of Adult Social Services (DASS), the proposed arrangements for the period between the end date of the current interim Director of Adult Social Services until the start date of the appointment of permanent Director of Adult Social Services.

The Corporate Director, People, advised that the Director of Adult Social Services position was currently filled on an interim 'acting up' basis and this arrangement was ending on 31 December 2022. It was proposed that Corporate Director take on this role until the redesign of the service had been completed and then recruitment for a permanent DASS would be undertaken.

In response to a Member's question about the savings arising, the Corporate Director confirmed that this was due to recruitment of a permanent DASS taking six months. There would be no additional cost to the Council. The Chair added that as the DASS was a statutory post, any decision would be brought to the Panel.

RESOLVED: That the role of Corporate Director of People be amended to include the statutory duties of the Director of Adult Social Services for the period following the departure of the current postholder on 31 December 2022 until a new permanent Director of Adult Social Services was appointed in the new financial year.

(Note: The meeting, having commenced at 6.35 pm, closed at 6.46 pm).

(Signed) Councillor Paul Osborn
Chair

This page is intentionally left blank



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

Date of Meeting:	30 March 2023
Subject:	Recruitment of Director of Children Services and Director of Corporate Resources & Transformation
Responsible Officer:	Patrick Flaherty – Chief Executive
Exempt:	Public
Wards affected:	All
Enclosures:	Appendix 1 – Role Profile for the Director of Children Services Appendix 2 – Role Profile for the Director of Corporate Resources and Transformation Appendix 3 – Structure Chart

Section 1 – Summary and Recommendations

This report reviews the senior management positions in Resources and proposes the creation of a new post and seeks approval of the associated remuneration package. It also seeks approval to the recruitment to a vacancy in the People Services Directorate and interim arrangements as may be necessary.

Recommendations:

The Panel is requested to:

1. Approve the recruitment for the statutory post of Director of Children Services – D3.
2. Agree that if an Interim Director of Children's Services is required to cover this statutory post, suitable internal candidates be invited to apply and attend an interview by the Panel.
3. Approve the role profile, salary package and recruitment process for the post of the Director of Corporate Resources and Transformation - D3 with a salary package of £127,698 - £140,652.
4. Approve the appointment of a search agency to support the recruitment to both the Director of Children Services, Interim Director of Children Services (if required) and Director of Corporate Resources and Transformation.

Section 2 – Report

Director of Children Services

The Director of Children Services (Grade D3) is a Statutory Chief Officer post and has been fulfilled since June 2022 by Peter Tolley. The current postholder, has indicated that he will retire at the end of May 2023. The Director of Children Services (DCS) post holds significant statutory responsibilities in how the Council look after Harrow's children and forms an integral link with our partners such as schools.

It is proposed that any suitable qualified internal and external candidates be invited to apply for this post via the search agency appointed to carry out the recruitment. Upon receipt of candidate applications, a further meeting of this Panel will be held to shortlist, interview the candidates, and decide whether to make an appointment.

In the event that an interim postholder is needed to cover this statutory post between the departure of current postholder and the start date of the appointed candidate, it is proposed that suitable internal candidates be invited to apply by

way of supporting statement and CV. The Panel will then interview those internal candidates and appoint.

Director of Corporate Resources and Transformation

The Director of Corporate Resources & Transformation (Grade D3) role is newly created to reflect the current Directorate of Resources structure and is a non-statutory Chief Officer post.

Under the new structure, this postholder will be responsible for Customer Service, IT, Communications, Human Resources and Organisational Development, Strategy and Performance and Transformation. This role will form a part of the key senior management team at the Council with a clear focus to deliver projects to improve services for residents and identify internal efficiencies.

It is proposed that any suitable qualified internal and external candidates be invited to apply for this post via the search agency appointed to carry out the recruitment. Upon receipt of candidate applications, a further meeting of this Panel will be convened to shortlist and interview the candidates and make an appointment.

Legal Implications

The Chief Officers' Employment Panel has delegated powers to:

- Approve remuneration packages of £100,000 or over for any Council post; and
- To appoint Chief Officers.

Financial Implications

The Director of Children Services and Director of Corporate Resources and Transformation are both graded D3 with salary packages of £127,698 - £140,652.

Both positions are budgeted for and is part of the establishment.

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**

Equalities implications / Public Sector Equality Duty

Was an Equality Impact Assessment carried out? No

- The roles quoted in this report have a responsibility to deliver the Council's vision and values by addressing inequalities faced by the residents of Harrow.
- The responsibility of these roles is to promote equality, diversity and inclusion and the reduction of inequalities ensuring that everyone can contribute through everyday actions to deliver the required health and wellbeing outcomes.

Council Priorities

1. **A council that puts residents first**
2. **A borough that is clean and safe**
3. **A place where those in need are supported**

Section 3 - Statutory Officer Clearance

Statutory Officer: Dawn Calvert

Signed by the Chief Financial Officer

Date: 15/03/2023

Statutory Officer: Hugh Peart

Signed by the Monitoring Officer

Date: 27/02/2023

Chief Officer: Patrick Flaherty

Signed by the Chief Executive

Date: 15/03/2023

Mandatory Checks

Ward Councillors notified: NO, as it impacts on all Wards

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 |

This page is intentionally left blank

Job Title	Director of Children's Services (DCS)
Pay Grade	D3
Directorate	Children and Young Peoples
Reports to	Corporate Director of People
Location	Dependent on Line Manager

Role Purpose

- To lead and manage a range of statutory services to children and families for children in need, children in need of protection, children looked after, those subject to Court proceedings and those young people involved in or on the periphery of the criminal justice system.
- To be the Council's Statutory Director of Children's Services and responsible for duties as set out in the statutory guidance on role and responsibilities.
- The postholder will lead and manage a range of non-statutory services providing integrated multidisciplinary early help support to vulnerable children and young people and families.
- The postholder will lead and direct the development of provision for children and young people vulnerable to poor outcomes, bringing together a broad range of professionals in multi-disciplinary teams. To provide strategic leadership to the Local Safeguarding Children Board.
- To deputise, where appropriate for the Corporate Director. This will include representing the directorate at Council meetings, multi- agency partnership meetings and with the Community and Central Government.

Job Context (Key outputs of team / role)

1. The Director of Children's Services holds the strategic lead for the:
 - a) Development and provision of high-quality specialist services to vulnerable children and young people, including the commissioning of residential placements including Secure provision and
 - b) Development and provision of high quality integrated early support services to children and young people with additional needs and through multi-agency partnerships.
2. As a leader of the Children and Families Management Team ensure the delivery of high quality, high value services that improve the outcomes of children and families across the borough.
3. Lead across the directorate, the council and with partners, co-ordinating activities for the delivery of services to children and young people through integrated Team around the Family Hub model.
4. Ensure high quality relationships are built with all statutory and voluntary sector partners promoting integrating activity to improve outcomes for children and young people in Harrow.

DIMENSIONS

Delegated Budget:

- £48.9 million

Staff:

- Direct: 5 x Assistant Directors & 1x Director of Education
- Indirect: approx. 250 plus
- 500 Early Years & Childcare practitioners, youth mentors & volunteers
- 50 Foster & other Carers

Statutory services reporting:

- **Children’s Access:** Emergency Duty Team, MASH ‘front door’ [including multi-agency partners] & Section 47; First Response Team
- **Children in Need:** Ten Pods plus Frontline Training Pod, Case Tracking.
- **Children Looked After:** CLA, Leaving Care & Unaccompanied Asylum-Seeking Children [UASC]; Youth Offending Team [YOT];
- **Quality Assurance & Service Improvement** – Independent Reviewing Officers [IROs] and Child Protection Conference Chairs; Local Authority Designated Officer [LADO]
- **Placements:** Fostering and Adoption; Access to Resources; Contact Supervisors; The Firs residential respite; Regional Adoption Agency CORAM commissioned service

Non-statutory services reporting:

- 2 Children’s Centres and 7 delivery sites across three Hubs

Childcare development:

- 2 Youth Centres
- 1 Integrated Early Support Service
- 1 jointly commissioned children’s mental health service “Harrow Horizons”.

Main Duties / Accountabilities

- Contribute to the overall management and strategy in the People Directorate.
- scrutiny sub-committees and council members on policy and practice issues.
- Provide leadership to a multi-disciplinary range of staff including the Director of Education, Assistant Directors within the Children services, , and other managers within social workers, police, health workers, early years workers and youth workers.
- To ensure that robust supervision and quality assurance are in place, including systematic and regular auditing of cases that are reviewed by senior managers.
- To contribute to the completion of high-level plans, including the Council’s Corporate plan.
- To manage high risk child protection and children looked after decision making and planning to improve the life chances and outcomes for children and young people in need.
- To manage and develop a range of family support services including, parenting programmes, to promote the model of prevention through earlier intervention, targeted and specialist provision, ensuring risk is managed and safeguarding children in need, including those in need of protection, and children looked after.
- To manage safe recruitment and retention practices for the social care and early support workforce and undertake investigations into any allegation and/or concerns in accordance with relevant child protection and staff procedures.
- To manage all functions in a manner that encourages and supports the engagement and participation of children and young people and works in partnership with parents and carers.
- To ensure that relevant childcare panels including the fostering panel, adoptions and permanence panel and permanence tracking panel are chaired and managed effectively.
- To make sure the directorate is inspection ready at all times, by ensuring systems are place to hold managers to account, deliver regular case audits, with robust governance structures ...manage the preparation process and follow up of all external inspection and regulatory visits as they relate to Children’s Services.
- To undertake all necessary monitoring and review functions for all services commissioned with external providers.
- Ensure in conjunction with strategic partners, government and other agencies the achievement of Council objectives and the fulfilment of statutory obligations and national requirements for Children Services.

- To brief Members, including portfolio holders, Cabinet Members and Ward Councillors

Generic Duties

- To ensure compliance with your responsibilities as laid out in the council’s health and safety policy and take an active role in promoting a positive health and safety culture.
- To promote and participate in the council’s individual performance appraisal and development initiatives and information management best practice.
- To ensure compliance with the council’s information security policies and maintain confidentiality.
- Implement and champion, through service and staff development, the Council’s Health and Safety, Equal Opportunity and Information Security Policies.
- Promote and ensure participation in the Council’s IIP and training initiatives, information governance initiatives and information management best practice.
- 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.
- To support the operation of local and general elections when requested by the Retuning Officer.
- To manage the functions 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 motivate, train, develop and performance manage staff to maintain an effective workforce capable of meeting its objectives.
- To formulate annual strategic & operational plans and budgets for the functions 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 longer term (2-3 years) plans for the services managed so that they are developed in line with Council and Government priorities and residents’ 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 commissioned & 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.
- DCS is responsible for the Children’s and Education budget. S/he would Oversee, manage, monitor and control the overall children services budget to ensure that expenditure is in line with the agreed business plan.
- To manage the teams and service provided in a way that delivers Councils Race Equality Plan, and promotes the Council’s approach to diversity.
- To promote the benefits of working collaboratively across the People Directorate

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.

Knowledge, Skills and Experience

Role requirements	Essential	Desirable
<i>Delete as appropriate (front facing roles only)</i>	✓	

In accordance with the Immigration Act 2016, where the role is customer-facing and the post holder is required to speak to members of the public, the ability to converse at ease with customers and provide advice in accurate spoken English is essential for the post			
To demonstrate a commitment to the Council's Equal Opportunities & EDI Policy and the ability to understand and implement the policy in relation to the job responsibilities	✓		
Comprehensive working knowledge of relevant legislation.	✓		
Robust understanding of the Policy & guidance underpinning safeguarding, youth offending and integrated services	✓		
Experiencxe of leading successful Ofsted Inspections and regulatory framework for Children's Services including residential provision and Children's Centres.	✓		
Significant senior management and local authority experience	✓		
Experience of managing complex statutory safeguarding and youth offending services	✓		
Experience of managing large service budgets effectively.	✓		
Experience of leading and managing significant change.	✓		
Experience of partnership working with a wide range of stakeholders and multi-agency services.	✓		
Experience of working with Elected Members.	✓		
Excellent communication skills, using a variety of methods for a wide range of audiences.	✓		
Ability to lead and contribute to the management of change and service redesign.	✓		
Ability to analyse and compile complex management information.	✓		
Ability to attend meetings out of hours (evenings and weekends) as required	✓		
Willing and able to be part of the Out of Hours Duty on calls provision including to respond to security calls from in-house residential settings.	✓		
Ability to undertake senior manager responsibilities	✓		
Qualifications			
Role Requirements.	Job specific examples (if left blank refer to left hand column)	Essential	Desirable
Educated to degree level. [Social Work qualification]		✓	
Evidence of continued professional development including any relevant professional qualifications		✓	
Active SWE registration.		✓	
Enhanced DBS disclosure.		✓	
Other Requirements			
The job involves travel for business purposes: Yes			

Job Title	Director of Corporate Resources & Transformation
Pay Grade	D3
Council	London Borough of Harrow
Responsible to	Chief Executive
<p>Role Purpose</p> <ul style="list-style-type: none"> The post is a Chief Officer and member of the council's Management Board responsible with the Chief Executive for the strategic and general management of the council and specifically the Resources and Transformation Directorate. 	
<p>MAIN ACCOUNTABILITIES</p> <p><u>Leadership</u></p> <ul style="list-style-type: none"> 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. Demonstrate effective strategic leadership and good governance through high standards of personal behaviour. Ensure that structures and processes inform sound decision- making and service delivery, deliver efficiency and value for money and sound financial management. Develop and maintain systems and processes to develop capability, skills and knowledge at all levels within the organisation. Develop and maintain a culture that encourages innovation and improvement and develop and maintain a healthy and effective interface between the Council Members and Officers. 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. 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. Represent the council and/or the Chief Executive in discussions with partner organisations and other stakeholders. Lead and direct corporate and cross council activities as specified by the Chief Executive. Deputise for the Chief Executive within functional areas and other areas as specified by the Chief Executive. <p><u>Commissioning</u></p> <ul style="list-style-type: none"> Maintain and develop effective systems and processes for identifying the needs of the local community and the resources available to deliver agreed outcomes. Maintain and develop an effective framework for consultation and engagement with service users, staff, trade unions, voluntary and community organisations, partners and other stakeholders. Ensure services are commissioned to enable achievement of agreed outcomes through effective, efficient, equitable and sustainable service delivery. Lead innovation in the development of new approaches to service delivery to ensure continuous improvement in value for money, performance and quality of services for Council Taxpayers 	

- Oversee and ensure implementation of service development and delivery plans
- Ensure service agreements and contract arrangements enable service delivery against agreed outcomes
- Ensure monitoring and review arrangements are in place to enable evaluation of service delivery and impact on achieving agreed outcomes.
- Ensure in conjunction with strategic partners, government and other agencies the achievement of council objectives and the fulfilment of statutory obligations and national requirements.

Partnership

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

Performance and Resource Management

- Provide effective management arrangements to ensure delegated resources are used to best effect to deliver agreed outcomes
- Sustain a culture to encourage meaningful contribution by employees through their continuing development and commitment
- Develop and maintain effective governance and performance frameworks to clarify accountabilities, expectations and ensure that effective monitoring, reporting and challenge mechanisms are in place.
- 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.
- Participate in effective civil emergency planning, leadership and management.

Diversity, Equality and Inclusion

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

ROLE SPECIFIC ACCOUNTABILITIES

- To lead and direct the Council's Transformation Programme that will secure the continuous improvement of our core services, in our approach to customer services and of our internal governance processes.
- To lead and direct the development and deployment of the Council's ambition to transform our customer services, our response to our customers, our culture of positively working with our customers.

- Support the Director of Finance and Monitoring Officer to ensure that the associated statutory duties are discharged (See Statutory Guidance for further details).
- Lead and direct the strategic and general management of the following services / functions on behalf of the council:
 - Customer Services
 - IT
 - Communications
 - Human Resources and Organisational Development
 - Strategy & Performance
 - Transformation
- Lead and direct the effective development and implementation of the following key strategies on behalf of the council: -
- Strategic management and setting director of the financial agenda for the Directorate, working partnership with the relevant portfolio holders.
 - Sustainable Community Strategy
 - Corporate Plan
 - Consultation Strategy
 - Corporate IT Strategy
 - Single Equality Scheme
 - Strategy for People
 - Communications Strategy
 - Corporate Health and Safety Policy
 - Information Management Policy
 - Data Quality Policy
- To act as lead officer and directly advise the Chief Executive, relevant council committees and panels including Cabinet and Scrutiny sub committees and council members on all strategic policies and practices relating to the Resources Directorate.

Dimensions

- This is a Chief Officer post and reports to the Chief Executive
- Responsible for the effective management of delegated budgets
- Revenue budget in the order of £19m
- Directly manages up to 5 Directors and has overall responsibility for employees within the responsible Directorate.

Values, Behaviours and Equalities

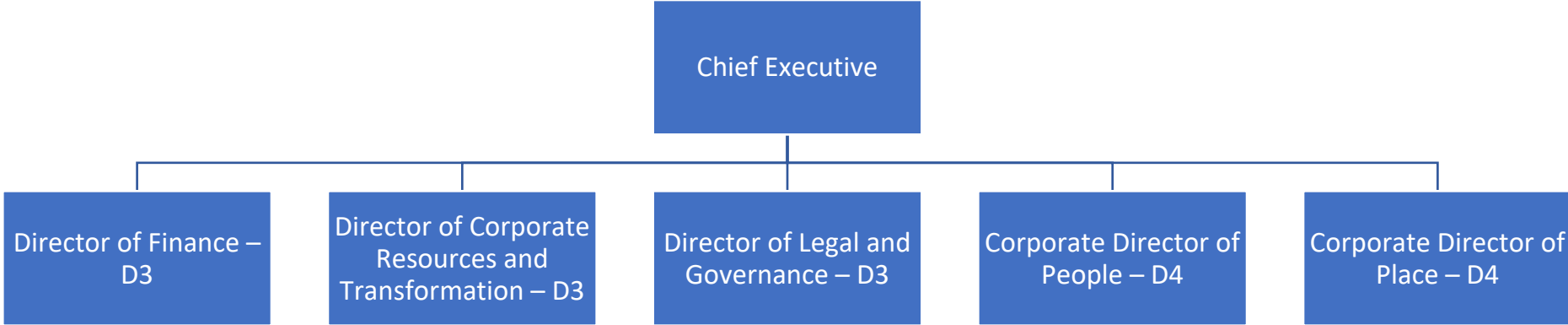
We want our colleagues to live our values. These values describe what we stand for and how we do things at Harrow whilst inspiring, challenging and guiding us towards the delivery of our organisational ambitions and goals. Our three values are:

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.

This page is intentionally left blank

Senior Management Structure March 2023



This page is intentionally left blank