

Appointments Committee Agenda



To: Cllrs Newman, Butler, Hall, Ali, Redfern and Hale

A meeting of the **Appointments Committee** which you are hereby summoned to attend, will be held on **Tuesday, 13 November 2018** at **3.30 pm** in **F12 - Town Hall**

JACQUELINE HARRIS BAKER
Director of Law and Governance
London Borough of Croydon
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Monday, 5 November 2018

PLEASE NOTE THAT THE GREAT MAJORITY OF THE BUSINESS TO BE DISCUSSED AT THIS MEETING WILL BE CONFIDENTIAL AND THEREFORE WILL BE CONDUCTED IN PART B OF THE AGENDA.

N.B This meeting will be paperless. The agenda can be accessed online at www.croydon.gov.uk/meetings

AGENDA – PART A

1. Election of the Chair

To elect a Chair for the meeting.

2. Apologies for Absence

To receive any apologies for absence from members of the Committee

3. Disclosure of Interest

In accordance with the Council's Code of Conduct and the statutory provisions of the Localism Act, Members and co-opted Members of the Council are reminded that it is a requirement to register disclosable pecuniary interests (DPIs) and gifts and hospitality to the value of which exceeds £50 or multiple gifts and/or instances of hospitality with a cumulative value of £50 or more when received from a single donor within a rolling twelve month period. In addition, Members and co-opted Members are reminded that unless their disclosable pecuniary interest is registered on the register of interests or is the subject of a pending notification to the Monitoring Officer, they are required to disclose those disclosable pecuniary interests at the meeting. This should be done by completing the Disclosure of Interest form and handing it to the Democratic Services representative at the start of the meeting. The Chair will then invite Members to make their disclosure orally at the commencement of Agenda item 3. Completed disclosure forms will be provided to the Monitoring Officer for inclusion on the Register of Members' Interests.

4. Urgent Business (if any)

To receive notice from the Chair of any business not on the Agenda which should, in the opinion of the Chair, by reason of special circumstances, be considered as a matter of urgency.

5. Appointment to Executive Director of Gateway, Strategy & Engagement (Part A) (Pages 5 - 14)

6. Exclusion of the Press and Public

The following motion is to be moved and seconded where it is proposed to exclude the press and public from the remainder of a meeting:

“That, under Section 100A(4) of the Local Government Act, 1972, the press and public be excluded from the meeting for the following items of business on the grounds that it involves the likely disclosure of exempt information falling within those paragraphs indicated in Part 1 of Schedule 12A of the Local Government Act 1972, as amended.”

7. Appointment to Executive Director of Gateway, Strategy &

Engagement (Part B)

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Agenda Item 5

REPORT TO:	APPOINTMENTS COMMITTEE 13 November 2018
AGENDA ITEM:	
SUBJECT:	APPOINTMENT TO EXECUTIVE DIRECTOR OF GATEWAY, STRATEGY & ENGAGEMENT
LEAD OFFICER:	Chief Executive
CABINET MEMBER:	Leader, Councillor Tony Newman
WARDS:	All
CORPORATE PRIORITY/POLICY CONTEXT: The Council's management structure	
FINANCIAL SUMMARY: The salary cost of this post is contained within the existing budget.	
KEY DECISION REFERENCE NO: n/a	

RECOMMENDATIONS

That the Committee:

- 1.1 Agree the salary package of the Executive Director of Gateway, Strategy and Engagement of up to £135,000 per annum, pursuant to guidance issued under the Localism Act 2011 and the provisions of the Council's constitution.
- 1.2 Undertake a shortlisting process and subsequent selection and appointment to the post of Executive Director of Gateway, Strategy and Engagement from the candidate(s) detailed in the Part B appendices to the agenda.
- 1.3 Note that the successful candidate offer of appointment will be subject to the appointment notification process as set out in section 3.4 of part 4J of the Council's Constitution (Staff Employment Procedure Rules).

2. EXECUTIVE SUMMARY

- 2.1. This report seeks the Committee's approval to undertake the selection for the post of Executive Director of Gateway, Strategy and Engagement of up to £135,000 per annum on duties set out in the job description attached at Appendix A.

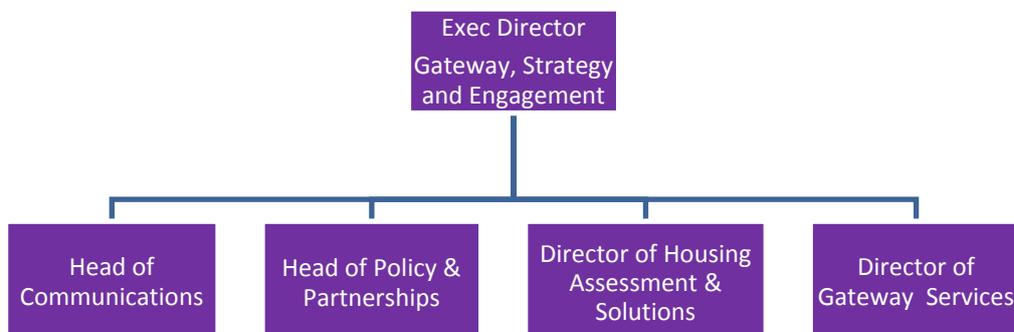
3. DETAIL

Background

- 3.1 Since the realignment of senior management responsibilities in May, a decision has been taken to create a new Department combining these areas of activity as the Department for Gateway, Strategy and Engagement. As a result the post of Executive Director has been created to head up these services has been created. This is a new position and has been advertised externally.
- 3.2 The new department will lead on the development of locality based services that are designed for local need and embed and build on the gateway principles, placing residents at the heart of each service. The department will also lead on aligning strategy and policy to the council's priorities, strengthening partnerships and having a strong communications and engagement offer to shape what and how we innovate and change.
- 3.3 The structure reporting to the Chief Executive will therefore become:-



- 3.4 The management structure underneath the Executive Director, Gateway, Strategy & Engagement will reflect the new department's areas of service focus.
- 3.5 It is therefore proposed that the departmental management team reporting to the Executive Director role will be as follows:-



Localism Act 2011 and Pay Policy

- 3.6 Following the decision of the Annual Council meeting on 03 June 2014, the Appointments Committee has delegated responsibility for approving appointments beyond the threshold specified in statutory guidance issued by the Secretary of State under section 40 of the Localism Act 2011. The statutory guidance is that elected Members should be given an opportunity to vote before: salary packages upon appointment at or above a specified threshold are offered; and severance packages at or beyond a specified threshold are approved for staff leaving the Council's employment. For both these purposes, the specified threshold is currently £100,000 as set by Government.
- 3.7 As set out in the Council's pay policy, directors are appointed on fixed pay points, which are determined locally and subject to local review every two years. The fixed pay point for the Executive Director of Gateway, Strategy and Engagement is £135,000.
- 3.8 The details of the candidates for Members consideration for the purposes of shortlisting, selection and appointment to the post of Executive Director of Gateway, Strategy and Engagement are provided for in Part B of the agenda (these papers will be distributed separately).

4 FINANCIAL AND RISK CONSIDERATIONS

4.1 Revenue and Capital consequences of report recommendations

	2018/19	2019/20
	<i>£'000</i>	<i>£'000</i>
Revenue Budget available	22.5	135
Effect of decision	22.5	135
Overspend / (underspend)	0	0

4.2 The effect of the decision

This is an established post and the budget identified in section 4.1 above has been aligned to the anticipated start date of the successful candidate. The appointment is expected to be effective at the earliest from 1st February 2019 and the salary costs arising from this decision can be met from the existing revenue budget.

4.3 Risks

There is a risk of being unable to retain the right calibre of person to this role if the salary is not comparable to the market.

4.4 Options

The alternative option of not filling the role; and for not making provision to appoint within the parameters of the Council's agreed Pay Policy Statement, is not considered sustainable or viable option as explained in paragraph 4.3 above.

4.5 Future savings/efficiencies

None identified.

Approved by: Lisa Taylor, Director of Finance, Investment and Risk

5 COMMENTS OF THE ACTING COUNCIL SOLICITOR AND ACTING MONITORING OFFICER

5.1 The Solicitor to the Council comments that the Council may appoint such staff as it considers necessary for the proper discharge of its functions on such reasonable terms and conditions, including remuneration, as the Council thinks fit.

5.2 The Council's Staff Employment Procedure Rules at Part 4.J of the Constitution provide for a notification process to ensure that the Leader and any other Cabinet Members have no objections to the offer of appointment occurs before an offer of appointment is made to him/her.

Approved by: Jacqueline Harris-Baker Director of Law and Governance, Council Solicitor and Monitoring Officer.

6 CUSTOMER, EQUALITIES, HUMAN RIGHTS, FREEDOM OF INFORMATION, DATA PROTECTION CRIME AND DISORDER IMPACT

6.1 There are no direct considerations arising from this report. Selection process will be carried out with in accordance with council, policy and with due consideration to the legislation and good practice on recruitment process.

CONTACT OFFICER: Sue Moorman, Director of Human Resources

BACKGROUND DOCUMENTS: Job description

Job Title: Executive Director of Gateway, Strategy and Engagement

Reports to: Chief Executive

The Executive Director of Gateway, Strategy and Engagement will be a member of the council's Executive Leadership Team (ELT) and will have a role in leading and delivering corporate objectives.

Responsibility for:

Council's front door services; local strategic partnership; community cohesion and engagement; policy & strategy development; equalities function, communications; Gateway & welfare assessment and advice; contact centre and Access Croydon; housing needs and assessment; services; incomes & letting; South West London housing partnership; housing renewal; housing solutions; registrars and bereavement.

Job Purpose:

To provide leadership to cross-cutting initiatives, redesigning services for locality need.

To create effective engagement and communication within the council and with communities, partners and stakeholders.

To manage a large frontline operational staff group and ensure continuous improvement by rethinking service design to meet changing resident needs and public sector responsibilities.

Key Deliverables:

- Lead the transition of services to a delivery model that empowers communities to support and take responsibility for where they live, work and visit.
- Lead the delivery of the council's new gateway hubs in localities ensuring the service offer is relevant to local needs.
- Develop, co-ordinate and implement a policy framework for the council and borough including the identification of links to cross-cutting policy issues and change. Ensure that all strategies are consistent with the Community Strategy.
- Promote effective access services for our residents to develop a joined-up, single view and clear assessment of resident needs; to improve resident experience.

- Ensure that the council meets its statutory responsibilities to priority and non-priority homeless households. Develop housing strategies that empower residents to make informed decisions.
- Minimise the use of temporary accommodation by securing appropriate housing need arrangements and leading the preventative aspects of homelessness in a holistic manner.
- Lead the community engagement function for the borough, including supporting the work of the Local Strategic Partnership (LSP) and related partnerships.
- Lead on the management of relationships with the third sector and faith groups within the borough; ensuring clarity of vision, role and accountability to support high standards of performance.
- Lead the equalities function for the council ensuring that the council's public sector equalities duty is fulfilled and equalities implications of service change are appropriately identified.
- Provide strategic advice to chief officers and cabinet members on media relations issues, attending committees and other meetings as needed. Provide guidance and support to Elected Members to help them translate their political priorities into initiatives that deliver the intended outcomes for residents.
- Develop and manage the press office function, ensuring an excellent quality proactive and reactive service continues to be provided to council departments and enhances the reputation of the council and the borough.
- In collaboration with Learning & Development and Organisational Development, lead on the development of an internal communications and engagement strategy, ensuring all staff are fully involved.
- Provide an effective registrar, bereavement and mortuary service that meets residents' needs.
- Ensure equalities is embedded into all aspects of professional and managerial roles, including service delivery and at all times carry out your duties with due regard to the council's policy.
- Ensure by robust management that the services and staff you are responsible for adhere to the council's health and safety policy and operate within the safety management frameworks.

The list of duties in the job description should not be regarded as exclusive or exhaustive. There will be other duties and requirements associated with your

job and, in addition, as a term of your employment you may be required to undertake various other duties as may reasonably be required.

Your duties will be as set out in the above job description but please note that the council reserves the right to update your job description, from time to time, to reflect changes in, or to, your job.

You will be consulted about any proposed changes.

Statutory Responsibilities:

Meet the council's statutory responsibilities:

- In the allocation of social housing and assessment of homeless people under the Housing Act 1996 and subsequent amendments.
- Housing Act 1996 – setting standards for housing
- Under the Housing Act 2004 in relation to private sector housing

Political Restrictions:

This post is politically restricted and under the Local Government and Housing Act 1989, as amended by the Local Democracy, Economic Development and Construction Act 2009 and the post holder must not have any active political role either in or outside the work.

Delegated Authority:

The post holder is required to be on call as part of a Chief Officer on-call rota.

Key Stakeholder Relationships:

Internal: Councillors, Corporate Leadership Team, and council directors and Head of Service.

External: Government departments, national consultation groups, strategic partners, other local authorities, trade unions, MPs, partner statutory and voluntary sector organisations, professional bodies, Greater London Assembly

Person Specification

Specific Minimum Qualifications and Expertise

- A professional or management qualification or educated to degree level or demonstrable equivalent experience.
- Evidence of continuing professional, leadership and personal development

Experience

- Significant senior management experience in a local authority or large complex organisation modelling a strong financial and performance culture and constructively building achievement, confidence and skills in others.
- Experience of managing and maintaining strategy, partnership, community engagement & communication, aspects of similar-sized organisations.
- Direct experience or demonstrable understanding of the provision of housing services within a multi-cultural urban community.
- Significant experience and a proven track record of achievement in leading and managing large-scale programmes of change.
- Demonstrable experience of ability to quickly build high levels of credibility and impact, working within networks to deliver through and with others.
- Experience of successful outcomes through working in partnership with a wide range of internal and external stakeholders / bodies including statutory bodies and organisations.

Knowledge and Skills

- Ability to work in a collaborative way to transform service delivery including the ability to manage internal departmental relationships.
- Ability to work successfully with elected members, partners and key stakeholders including residents, businesses, communities, partner organisations and other public services.
- Evidence of being a strong corporate player who will lead, motivate and inspire their teams and build a high-performing culture.
- High level of communication skills to persuade and engage audiences and form positive relationships at all levels (internally and externally).
- Demonstrate an understanding of the sensitivities at operating in a political environment, balancing policy with local needs.
- Excellence in team management and service delivery in relation to strategy communication and community engagement, including the ability to manage internal departmental relationships.
- Commitment to the council's core value and objectives.

Corporate Values

Our values are the base of every job role within Croydon – our values are fundamental in everything we do as a local authority. You are required to demonstrate a commitment to our corporate values and this will be assessed using the criteria below:

One Team: To cross boundaries to work together towards shared goals with colleagues, partners and communities.



- You are strategically innovative in your approach to building and maintaining partnerships, and you and your teams act in a joint enterprise with them. You use your contacts and colleagues to bring teams together.

Proud to Serve: We strive to always do our best for the community, getting the most from limited resources and using taxpayers' money wisely.

- You are proud to be part of the wider Croydon and the contribution you and your teams make to it. You make a difference to people's lives through engagement and you strive to get the best possible value for money for customers.

Honest and Open: We work hard to build trust by treating everyone with honesty and integrity.

- You think through who needs to understand what during communication and take care to communicate detail clearly. You take people's views into account continuously. You trust people, colleagues and staff to do their best and deal with any issues positively.

Taking Responsibility: We encourage and support each other to take responsibility and show what we can do, learning together and recognising each other's contributions.

- You are clear where formal accountability lies and where we can all take responsibility for results. You praise your colleagues for their efforts and ideas and thank them for their contributions.

Valuing Diversity: We make the most of the many perspectives that make Croydon distinctive.

- You treat all staff and customers with equal value and respect. In everything you do, you make good use of the wide variety of background, skills and perspective your teams, the council and the community demonstrate.

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