

MEETING

REMUNERATION COMMITTEE

DATE AND TIME

TUESDAY 11TH NOVEMBER, 2014

AT 7.30 PM (OR AT THE CONCLUSION OF GENERAL FUNCTIONS COMMITTEE)

VENUE

HENDON TOWN HALL, THE BURROUGHS, LONDON NW4 4BQ

TO: MEMBERS OF REMUNERATION COMMITTEE (Quorum 3)

Chairman: Councillor Richard Cornelius (Chairman)
Vice Chairman: Councillor Daniel Thomas BA (Hons) (Vice-Chairman)

Councillors

Alison Moore Barry Rawlings Joan Scannell

Substitute Members

Melvin Cohen Kitty Lyons
Anthony Finn Tim Roberts

You are requested to attend the above meeting for which an agenda is attached.

Andrew Nathan – Head of Governance

Governance Services contact: Andrew Charlwood, 020 8359 2014,
andrew.charlwood@barnet.gov.uk

Media Relations contact: Sue Cocker 020 8359 7039

ASSURANCE GROUP

ORDER OF BUSINESS

Item No	Title of Report	Pages
1.	Minutes of last meeting	1 - 4
2.	Absence of Members (If any)	
3.	Declaration of Members' Disclosable Pecuniary interests and Non Pecuniary interests (If any)	
4.	Report of the Monitoring Officer (If any)	
5.	Public Question and Comments (If any)	
6.	Members' Items (If any)	
7.	Appointment to Chief Officer Roles	5 - 26
8.	Commissioning Restructure: Confirmation of Redundancy and Early Retirements of Senior Manager (Public)	27 - 32
9.	Any item(s) the Chairman decides are urgent	
10.	<p>Motion to Exclude the Press and Public</p> <p>That under Section 100A (4) of the Local Government Act 1972 the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraph 9 of Part 1 of Schedule 12A of the Act (as amended)</p>	
11.	Commissioning Restructure: Confirmation of Redundancy and Early Retirements of Senior Manager (Exempt)	33 - 38
12.	Any Other Exempt Items that the Chairman Decides are Urgent	

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Decisions of the Remuneration Committee

13 October 2014

Members Present:-

AGENDA ITEM 1

Councillor Richard Cornelius (Chairman)
Councillor Daniel Thomas (Vice-Chairman)

Councillor Alison Moore
Councillor Barry Rawlings

Councillor Joan Scannell

1. MINUTES OF LAST MEETING

RESOLVED – The Remuneration Committee agreed to amend the draft minutes prior to their approval and added the following ‘and report to the next meeting’. The sentence therefore reads:

- *‘...The Head of Paid Service, Directors or Assistant Directors must consult with the Chairman of the Remuneration Committee and report to the next meeting.’*

Having made the amendment the Committee approved the minutes of the meeting held on 25 March 2014 as a correct record.

2. ABSENCE OF MEMBERS (IF ANY)

All members were present.

3. DECLARATION OF MEMBERS' DISCLOSABLE PECUNIARY INTERESTS AND NON PECUNIARY INTERESTS (IF ANY)

Cllr Rawlings declared a Non-Pecuniary interest that Cllr Rawlings is a member of UNISON.

4. REPORT OF THE MONITORING OFFICER (IF ANY)

There was no report.

5. PUBLIC QUESTION TIME (IF ANY)

There were no questions.

6. MEMBERS' ITEMS (IF ANY)

There were none.

7. COMMISSIONING RESTRUCTURE AND ASSOCIATED SHARING ARRANGEMENTS

The Chief Executive introduced the Commissioning Restructure and associated sharing arrangements report. He informed the Committee that the proposals highlighted within the report are necessary in order to implement the Commissioning and Senior

Management Restructure which was approved at the General Functions Committee of 13th October 2014.

During the deliberation, the Committee requested that the vacant Monitoring Officer post must be filled by a legally qualified person. The Committee further requested that this detail be captured within a suitable report at a future meeting.

RESOLVED:

- That the Remuneration Committee agreed the remuneration levels of the roles within the new structure as graded through the Hay grading model.
- That the Remuneration Committee agreed the approach to appointing to each of the new roles, given consideration to the Council's duty to mitigate redundancies and ensuring consistency across the roles to ensure equality. The recommended approach to each role is set out below:
 - The Commissioning Director (Children and Young People) with the statutory designation as Director for Children's Services be recruited through external advert using a suitable external agency. Details of which will be provided at the Remuneration Committee on 11th November 2014.
- That the Remuneration Committee note that under Article 25 of the Council's Constitution (HR Regulations) officers below chief officer designation are the responsibility of the Head of Paid Service (Chief Executive).
- That the Remuneration Committee note the Chief Executive's intention to Conduct an internal process for the appointment to Commissioning Directors for Growth & Development and Environment and to the Head of Communications and Marketing. Should no appointment be made, the appointment process will be undertaken externally.

8. MOTION TO EXCLUDE THE PRESS AND PUBLIC

The Chairman noted legal guidance and stated that the exempt report should be within the public domain, which the Committee agreed.

RESOLVED – That the exempt report was made public and the remaining part of the meeting be held in public.

9. COMMISSIONING RESTRUCTURE AND ASSOCIATED SHARING ARRANGEMENTS

The Remuneration Committee note the contents within the report and therefore the following was RESOLVED:

That the following are **appointed to** the following to chief officer positions:

1. Kate Kennally as Strategic Director for Commissioning by means of assimilation to the role arising from a match from her current duties and remuneration, and no other employee with a potential match to this role.

2. Dawn Wakeling as Commissioning Director (Adults and Health) by means of assimilation to the role arising from a match from her current duties and remuneration and designation as statutory Director for Adult Social Services (DASS) following amendments to her existing role and the retention of the statutory designation.

And the Remuneration Committee **NOTE** that under Article 25 of the Council's Constitution (HR Regulations) officers below chief officer designation are the responsibility of the Head of Paid Service (Chief Executive). In respect of deputy chief officers, the Chief Executive will consult with the Chair of the Remuneration Committee at the time of the appointment, and report to the next available Remuneration Committee any such appointment and remuneration. To this end, the Chief Executive notifies the Remuneration Committee of his intention to appoint Stephen Evans as Director for Strategy, as assimilation from his substantive role as Assistant Director, Strategy within the terms set out in the pay and grading agreed by this Committee.

10. ANY ITEM(S) THE CHAIRMAN DECIDES ARE URGENT

There were none.

The meeting finished at 20:55

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	AGENDA ITEM 7
	<h2>Remuneration Committee</h2> <h3>11 November 2014</h3>
Title	Commissioning Restructure: Appointment to Chief Officer Roles
Report of	Andrew Travers – Chief Executive
Wards	All
Status	Public
Enclosures	Appendix 1: Director of Assurance (Draft Role Explanation) Appendix 2: Commissioning Director, Children & Young People Portfolio (Draft Role Explanation) Appendix 3: Outline Recruitment Brief
Officer Contact Details	Andrew Travers andrew.travers@barnet.gov.uk 020 8359 7850

<h2>Summary</h2>
<p>On the 13th October 2014, the General Functions committee approved the revised structure for the council’s Commissioning Group and associated changes to other senior positions. At the same time, the remuneration Committee agreed appointments to key chief officer positions and noted the proposed approach of the Chief Executive to appoint to other senior management positions.</p> <p>This report provides an update and makes recommendations to the Remuneration Committee to proceed with external recruitment for positions that remain unfilled through internal processes, and it makes recommendations in relation to senior officers who have not been successful in securing alternative employment or seeking access their early retirement benefits, in line with the regulations of the Local Government Pension Scheme (LGPS).</p>

Recommendations

It is recommended that the Remuneration Committee:

- 1. Agree the duties and role profile of the Commissioning Director (Children & Young People's Portfolio) as the designated Director for Children's Services; subject to any amendments agreed by the Committee (Appendix 1)**
- 2. Agree the duties and role profile of the Director of Assurance as the designated Monitoring Officer; subject to any amendments agreed by the Committee (Appendix 2)**
- 3. Approve the appointment of the executive recruitment suppliers in line with the brief supplied, subject to any amendments by the Committee (Appendix 3)**
- 4. Agree the outline timetable for recruitment of the above positions as future business for the Remuneration Committee**

Alternatives considered

Consideration has been given to the internal recruitment of candidates to these roles. On analysis it has been recommended to move to external recruitment to allow Members the opportunity to review a wider field of candidates.

Consideration was given to undertaking the recruitment in-house. Given the seniority of these roles and the competitive market, the recommendation to engage an external supplier is based on their ability to understand the market better, their extensive networks of potential candidates and their ability to undertake extensive search within the market.

1. WHY THIS REPORT IS NEEDED

- 1.1 The Remuneration Committee are responsible for the appointment of chief officers of the Council. Both roles are statutory officers of the council and fall within the responsibility of this Committee.
- 1.2 The committee are being asked to agree the role profile and duties for which we will attract candidates for their consideration.
- 1.3 The Committee are also being asked to express their views as to how they would like to recruit potential candidates including the approach to attracting high quality candidates and testing their suitability for the role.

2. REASONS FOR RECOMMENDATIONS

- 2.1 To seek direction from the Remuneration Committee as to their preferred approach to the recruitment of chief officer positions, to attract high quality candidates and determine the appointment process.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 The Council had considered inviting internal applications from potentially suitable candidates. This has not been recommended to allow the Remuneration Committee the opportunity to review a wider range of candidates for these key roles. This does not prevent internal candidates applying for the roles.
- 3.2 Officers have considered using our internal recruitment resources. We have not recommended this course as these are key senior roles where knowledge of the market and potential candidates is preferable to large-scale attraction campaigns. Executive recruitment suppliers have a better knowledge of the market for the candidates the council may seek to engage and therefore they are best placed to manage the recruitment campaign.

4. POST DECISION IMPLEMENTATION

- 4.1 Subject to the decisions of the Committee today and appropriate procurement procedures, the Director for Human Resources will appoint an external supplier and conclude final contractual discussions with the supplier best placed to meet the requirements of the committee, in line with the Council's Financial Regulations for procurement
- 4.2 Future meetings of the Remuneration Committee will be put in place for the review of candidates and the interviews and appointment of the suitable candidates.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 These are key positions to the council's Commissioning Group and strengthens commissioning for children and young people and the council's assurance functions.

5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)

- 5.2.1 The appointments are within the revenue budgets approved within the establishment of the Council and in line with the structure approved by the General Functions Committee on 13th October 2014.
- 5.2.2 The supplier costs will be funded through the Council's Commissioning Group revenue budgets, within existing allocations. The revenue savings from the restructure in year one exceeds the supplier cost to recruit to these roles, still creating a net benefit in the first full year of the operation of the new structure.

5.3 Legal and Constitutional References

- 5.3.1 In accordance with section 15 of the Constitution, Responsibility for Functions, the Remuneration Committee deals with Chief Officer appointments, disciplinary and capability matters.
- 5.3.2 Under section 7 Local Government and Housing Act 1989 all appointments to a local authority paid office shall be made on merit.
- 5.3.3 The appointment of an external recruitment agency will need to be in accordance with the Council's contractual procedural rules.
- 5.3.4 Council Constitution, Responsibility for Functions, Annex A – details the responsibilities of the Remuneration Committee which state that “In accordance with supplementary guidance issued by the Department for Communities & Local Government in 2012 and February 2013 Council be given the opportunity to vote on Chief Officer salary packages, of salary packages of £100,000 or more and any severance packages at or above £100,000 and in instances where Council has delegated these functions to the Remuneration Committee, then the Remuneration Committee will decide on and report back to Council on:
- Chief Officer salary packages; and
 - Salary packages to be offered of £100,000 or more

5.4 Risk Management

- 5.4.1 The Strategic Director for Commissioning-designate (Kate Kennally) will retain the designation as Director for Children's Services until an appointment to the Commissioning Director, Children and young People is appointed and starts in post. This retains a senior officer of the Council as the statutory lead for children's services, safeguarding and professional standards.
- 5.4.2 An interim Monitoring officer has been appointed under delegated urgency provisions by the Chief Executive. Acting arrangements for the remaining duties of the Director of Assurance have been put in place until a candidate is appointed and starts in post.

5.5 Equalities and Diversity

- 5.5.1 The Council has in place policies to ensure fair treatment and opportunity in our appointments to all roles within the Council. Prior to the selection of candidates, the Remuneration Committee will receive a briefing on these policies and approach to fair and equal requirement.
- 5.5.2 For candidates with a disability, reasonable adjustments will be put in place to support their application and demonstrate their capabilities where they may be potentially disadvantaged as a result of any of the selection processes. This will be determined by the Director of Human Resources.

5.6 **Consultation and Engagement**

5.6.1 No further consultation is required for these proposals.

5.6.2 It is good practise to include senior stakeholders in the process of selection where appropriate. This will be considered as part of the overall selection and assessment centre.

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EXPLANATION OF ROLE

Job Role:	Director of Assurance Designated Statutory Monitoring Officer
Role Type:	Assurance
Role Level:	LBB4 (£103,846 - £113,846)
Function:	Commissioning Group
Accountable to:	Chief Operating Officer
Budgetary Responsibility:	Circa £3.8 million revenue

Context

The Council adopted a commissioning model in April 2013 which has as a central premise that the primary role of the democratically elected Council is to lead partnerships with local public service providers and other stakeholders to achieve the best possible outcomes for the borough and its residents by commissioning services from the most appropriate providers. The operating model for the Council therefore consists of a Commissioning Group (to work with Members, partners and stakeholders to determine priorities, commission services, and manage contracts), Delivery Units (reflecting a mixed economy of delivery arrangements), and an Assurance Group (to provide strong governance and oversight across the system).

The senior officer leadership is through the Strategic Commissioning Board chaired by the Chief Executive of the Council, with a Strategic Director for Commissioning with primary responsibility for the commissioning of services, and a Chief Operating Officer with primary responsibility for integrated and resident focussed delivery.

Reporting to the Chief Operating Officer, the Assurance Director leads the Council's functions for democratic governance, audit and assurance, anti-fraud, risk management and is the council's lead officer for the legal services contract.

As the Council's Monitoring Officer, this role also has direct reporting to the Council's Chief Executive and provides the leadership and professional management to ensure the highest standards of decision-making, probity and governance across democratic and officer functions.

Role Purpose

To provide vision, leadership and direction to the Council's functions within the Assurance teams and to work as a corporate leader across the Council to deliver our ambition as a Commissioning Council.

To be the lead, competent advisor to councillors in the democratic systems for decisions, probity and accountability of the Council. Providing advice, and where appropriate determining the correct course of action, for councillors in respect of governance (including the development and application of the Constitution).

To be the professional leader of the Council's assurance function to promote good governance, transparent decision-making, assurance of performance and audit, risk management and to ensure accountability and improvement. Ensuring the Council maintains compliance with relevant legislation for the Council's decisions, consultations, public duties and operations.

To be the lead for the Council's legal services, including the instruction for external legal advice and the Council's shared legal services. To ensure the Council is provided with legal advice as appropriate in a timely and accurate manner.

To ensure that effective operation of the Council's anti-fraud measures.

Professional Accountabilities

The Director for Assurance will:





- Be the Monitoring Officer with statutory reporting line to the Chief Executive.
- Provide guidance and challenge to senior stakeholders, including members and officers, to ensure robust decision-making and good governance.
- Provide assurance to the Council and senior officers that decisions are made in line with the Council's governance arrangements (including the council's Constitution) and are recorded and transparent.
- Be the professional lead for the provision of clear, competent legal advice, including the instruction of external legal partners where required. This includes being the Council's strategic lead for the joint-legal services contract.
- To be the professional lead for the custody and development of the Council's Constitution, along with the ethics and probity regimes.
- To ensure the delivery of the internal audit function in line with statutory and other requirements
- Maintain their professional development and fitness to practise (where applicable) to undertake the duties of the role.
- To be part of a wider management team, delivering value for money and the objectives of the Council.

Key Accountabilities set against the Barnet Leadership and Behavioural Competence Frameworks

- *Think Customer:* To ensure that outstanding customer service is being delivered across the Council's services and that staff are focused on achieving the right outcomes first time for customers in their specific roles.
- *Leadership & People Management:* To provide strong, visible leadership in order to motivate, manage and develop staff both within the commissioning group and where appropriate delivery units to deliver a culture of high quality performance and continuous improvement. To proactively build and manage networks and partnerships for the long term, sharing information, building trust and constructively tackling conflict to find win/ win solutions.
- *Democratic Spine:* To regularly report to the Council committees and members to enable them to make informed decisions and to ensure that Growth and Development services and programmes are delivering results according to the agreed strategy, outcomes and service level agreements.
- *Financial & Risk Management:* To manage the functions or the role commissioning budgets within agreed financial parameters, and ensure that services operate in compliance with relevant legislation, statutory duties and Council policies to manage risk appropriately. To create a culture of risk management, rather than risk aversion, enabling others to confidently take calculated risks without blame if things go wrong.
- *Market Analysis and Management:* To ensure commercial arrangements provide value for money, are transparent and remain accountable to the Council.
- *Service Expertise:* To provide guidance and direction, acting as both a policy lead and a credible senior leader in interactions with a range of internal and external stakeholders including in a client role.
- *Partnership Building:* To manage partnerships with a range of external stakeholders in order to ensure that organisation continues to harness local opportunities to commission public services of the highest quality within Barnet through developing a shared understanding of the needs and goals and collective commitment to them to help us create joined up solutions which improve outcomes for Barnet's communities.
- *Business and Resource Planning:* To establish and lead clear plans for the development of the Council's Constitution with Councillors, and to place systems that support transparent, robust decision-making through timely, accurate reports and advice to the Council and its committees.
- *Buying and Contract Management:* To manage the partnership for shared legal services in the delivery of high quality advice to the Council. To undertake to deliver value for money in all purchased services.

Barnet's People Values

The post holder will be expected to deliver the key accountabilities of this role in line with the Council's core value of 'Be Human, Be Collaborative, Value Diversity and Be Trustworthy'

All managers should role model the values in everything they do, use them to set clear expectations of others, recognise and reinforce positive behaviours, and address any behaviours which are undesirable.			
Be Human  <i>People are important and deserve our best</i>	Be Collaborative  <i>By working together we can deliver better services and make the best use of public money</i>	Value Diversity  <i>Our diversity brings strength and adds value</i>	Be Trustworthy  <i>By communicating clearly and honestly about what we can or can't do we inspire trust</i>
<p>We are consistent and sincere in our approach</p> <p>We take ownership of issues</p> <p>We accept that in order to make customers lives easier, we may have to work in a different way</p> <p>We attract, develop and retain the best talent for our organisation</p> <p>We demonstrate a "can-do" attitude</p> <p>Colleagues and customers trust us to give our best</p> <p>We behave in a highly professional manner</p> <p>We approach sensitive situations with a "human touch"</p>	<p>We take time to share knowledge and to support our colleagues</p> <p>We listen and take appropriate action</p> <p>We are forward thinking and deliver services differently where we can to meet customer needs</p> <p>We recognise that the customer is more important than the organisation</p> <p>We work in partnership with others to deliver the most effective solutions</p> <p>We make sure every penny makes a difference</p> <p>We embrace the need for continuous improvement and positive change</p> <p>We are proud of the organisation and our role in achieving the best outcomes for Barnet residents</p>	<p>We value diversity and the unique contributions of others</p> <p>Our approach is inclusive and accessible</p> <p>We believe in equality of opportunity and our behaviours demonstrate this</p> <p>We acknowledge our differences and treat individuals with respect</p> <p>We foster a collaborative and mutually supportive environment</p> <p>We treat others with respect and as we would expect to be treated</p> <p>We value everyone's work and the contribution they make</p> <p>The principles of equality and diversity are embedded into everything we do</p>	<p>Our approach is always customer centred</p> <p>Everything we do we do with integrity</p> <p>We build effective relationships with customers and colleagues</p> <p>We use appropriate ways to communicate with each other and our customers</p> <p>We learn from our mistakes and put things right if they go wrong</p> <p>We relish open and transparent communications with customers and with each other</p> <p>We are creating a trusting, open and inclusive working environment</p> <p>We are honest and inspire trust by saying what we mean, matching our behaviours to our words and taking responsibility for our actions.</p>

Knowledge, Skills and Experience

Qualifications

- E - Degree level qualification or professional qualification related to either governance, assurance or legal functions
- E - Evidence of work related continuing professional development
- D – To be a professionally qualified and practising in law.

Experience and Knowledge

- E – In-depth knowledge and understanding of the statutory, regulatory, policy, strategic and service delivery framework in which local government operates, including decision-making, corporate and public duties, Constitutional matters and governance.
- E – Experience of successfully leading and developing governance and democratic support functions in a local authority or similar setting.
- E – Track record of successful leadership and managerial experience at a senior level, promoting, leading and managing change.
- E- Significant experience of working successfully with Elected or Board members on complex issues, and the ability to work productively and closely with Members and provide clear advice on policy options.
- E- Track record of operating strategically on corporate projects and policy development.
- E – Demonstrable experience of operating a robust standards framework for probity, conduct and public accountability.
- E – A good knowledge of election law and operations.
- E – A good understanding and ability to drive through effective performance management
- E – An understanding and track record of effective community and customer engagement.
- D – Demonstrable experience of partnership working, including the ability to influence and lead corporate multi-agency projects and initiatives effectively.

Personal Attributes

- E – Positive, committed, adaptable, robust and confident approach
- E – Ability to work under pressure and to motivate other to work quickly, without undue stress and demonstrate a duty of care
- E – Committed to diversity in service delivery and employment and champions the needs of all residents, particularly those with protected characteristics as part of the growth and development agenda.
- E – Customer and communities focussed and committed to delivery of positive outcomes for Barnet residents
- E – Innovative and creative approach to change
- E – Personal integrity
- E – Sound judgment in devising and evaluation options and dealing with complex issues.

E – Essential for the role.

D – Desirable for the role

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Job Role: **Commissioning Director, Children and Young People (DCS)**
Role Type: Commissioning
Role Level: 3
Function: Commissioning Group
Accountable to: Strategic Director for Commissioning
Budgetary Responsibility: Circa £60m revenue budget from general fund. £230m Direct Schools Grant and significant capital budgets related to education.

Context

The Council adopted a commissioning model in April 2013 which has as a central premise that the primary role of the democratically elected Council is to lead partnerships with local public service providers and other stakeholders to achieve the best possible outcomes for the borough and its residents by commissioning services from the most appropriate providers. The operating model for the Council therefore consists of a Commissioning Group (to work with Members, partners and stakeholders to determine priorities, commission services, and manage contracts), Delivery Units (reflecting a mixed economy of delivery arrangements), and an Assurance Group (to provide strong governance and oversight across the system).

The senior officer leadership is through the Strategic Commissioning Board chaired by the Chief Executive of the Council, with a Strategic Director for Commissioning with primary responsibility for the commissioning of services, and a Chief Operating Officer with primary responsibility for integrated and resident focussed delivery.

Reporting to the Strategic Director – Commissioning, but accountable to the Chief Executive, the Commissioning Director for Children and Young People is an integral part of the Commissioning Group. The post-holder will be required to seamlessly blend innovation drawn from an inherent understanding of Children and Young People landscape and market place with the pragmatism to relate intelligently to the relevant delivery units. The role is complex and pivotal, sitting at the centre of the organisation working collaboratively with a diverse range of stakeholders from both within and outside the Council to achieve effective, integrated and best value outcomes for residents of Barnet.

Role Purpose

To provide vision, leadership and direction to deliver the Council's outcomes and objectives for sustainable Children and Young People ensuring that it is integral to the achievement of the Council's social, environmental and economic objectives. To engage in strategic and delivery partnerships in order to achieve the best outcomes for residents and promote and communicate the Council's services and values. The post holder will be required to work collaboratively across the Council to ensure cultural change is delivered and instil a sense of optimism, purpose and responsibility.

To provide strong leadership as a member of the Council's senior leadership team to drive effective performance management of the Children and Young People agenda ensuring that the Council lives within its financial capacity, and that risks are appropriate and effectively managed, that services commissioned by the Council are effective and that statutory duties are met.

To advise Members in respect of all planning, and policy issues related to Children and Young People and ensure that there are effective arrangements in place for member briefing on operational matters.

To ensure the effective delivery of the statutory role of the Director of Children's Service. This will include the prime responsibility for safeguarding and all associated governance mechanisms.

Key Accountabilities

The Commissioning Director for Children and Young People will:

- Lead the development of strategies and delivery plans so that Council outcomes are achieved for Children and Young People and their families including library services.
- Work in a whole systems way to translate council priorities and outcomes into a range of internally and externally delivered provision.
- Lead and effectively manage a team of commissioners and resources available to the Commissioning Group to create evidence based strategies, plans and commissions that can deliver these outcomes.
- Be accountable for the development of and delivery of the Barnet Children and Young People's Plan developed through the Children's Trust Board, the Children's Commissioning Plan and the Council's library strategy including the effective deployment of revenue and capital budgets to ensure that the Council's strategic aims are achieved and statutory obligations are met.
- Undertake horizon scanning activities to identify new trends and challenges as they emerge. This will include understanding relevant legislation and guidance, the evidence base for effective services, taking account of government thinking and local pressures and shaping services as a result.
- Drive the processes of localism and the empowerment of local communities to shape Children and Young People services within the Borough.
- Lead and manage strategic partnerships across the public sector partners to ensure that the needs of children and young people are met in line with the Children and Young People's Plan, galvanising their commitment and support to deliver and challenging where appropriate.
- Act in an ambassadorial role for the Council and to ensure the development and delivery of joint agendas with external partners and to foster and nurture strategic and local partnerships to deliver better outcomes locally for Barnet residents.
- Be the Council's principal adviser in respect of matters relating to commissioning outcomes for Children and Young People, covering early years, early help, children's social care, youth, youth justice, education, safeguarding, library services.
- Be the Council's principal policy adviser to the Children, Education, Libraries and Safeguarding Committee. .
- Support the SCB and in particular the Strategic Director for Commissioning to adopt a unified approach to commissioning and resource allocation
- Review data and insight emerging from the Delivery Units and external providers of services to identify new opportunities, risks and areas of poor performance.
- Develop and oversee the performance management framework for quarterly performance reporting on the Children and Young People portfolio to the

Performance and Contract Management Committee and the Local Safeguarding Children's Board.

- Work with the Commercial and Customer Services Director by providing technical expertise to the contract management process to help assess quality and achievement of outcomes.
- Assume the direct leadership of delivery units where the power of intervention has been invoked in line with the Council's performance management framework.
- Work collaboratively with fellow Directors and other colleagues both in Commissioning and Delivery to ensure strategies and delivery plans are joined up and adhere to Council policies and procedures.
- Promote equality, diversity and respect to customers, clients, and other members of staff regardless of gender, age, sexual orientation, disability or religion.
- Be a named member of the Gold Emergency Planning rota and to be assured that the commissioned services that the postholder is responsible for have appropriate business continuity plans and emergency response procedures.
- Ensure that Health and Safety legislation and the Council's Health and Safety requirements are complied with and monitored.

Key Accountabilities set against the Barnet Leadership and Behavioural Competency Frameworks





- *Think Customer:* To ensure that outstanding customer service is being delivered across the Council's services and that staff are focused on achieving the right outcomes first time for customers in their specific roles. In particular to champion and ensure that there is a strong voice for the child across all aspects of the Council's business.
- *Leadership & People Management:* To provide strong, visible leadership in order to motivate, manage and develop staff both within the commissioning group and where appropriate delivery units to deliver a culture of high quality performance and continuous improvement. To proactively build and manage networks and partnerships for the long term, sharing information, building trust and constructively tackling conflict to find win/ win solutions.
- *Democratic Spine:* To regularly report to the Council committees and members to enable them to make informed decisions and to ensure that Children and Young People services and programmes are delivering results according to the agreed strategy, outcomes and service level agreements.
- *Financial & Risk Management:* To manage delegated Children and Young People commissioning budgets within agreed financial parameters, and ensure that services operate in compliance with relevant legislation, statutory duties and Council policies to manage risk appropriately. To create a culture of risk management, rather than risk aversion, enabling others to confidently take calculated risks without blame if things go wrong.
- *Market Analysis and Management:* To analyse the issues relevant to Children and Young People area keeping up to speed with social and economic trends and the market and context issues that affect delivery. Developing and agreeing commissioning plans for provider implementation to ensure that current and future local needs are met.
- *Service Expertise:* To provide guidance and direction, acting as both a policy lead and a credible senior leader in interactions with a range of internal and external stakeholders including in a client role. To draw new and creative insights from complex data to re-define what we do and how we do it. Is at the forefront of thinking in the field of

Children and Young People and ensures that Barnet’s views, insights, and best practice inform the thinking of key players and the policy debate.

- **Partnership Building:** To manage partnerships with a range of external stakeholders in order to ensure that organisation continues to harness local opportunities to commission public services of the highest quality within Barnet through developing a shared understanding of the needs and goals and collective commitment to them to help us create joined up solutions which improve outcomes for Barnet’s communities.
- **Business and Resource Planning:** To establish and lead clear commissioning plans in relation to Children and Young People related areas which ensure that services are delivered in line with resource constraints whilst meeting compliance and service quality requirements.
- **Buying and Contract Management:** To lead and undertake any new Children and Young People commissions, working alongside the Commercial Lead. Provide technical expertise to the contract management process to help assess quality and achievement of outcomes.

Barnet’s People Values

The postholder will be expected to deliver the key accountabilities of this role in line with the Council’s core value of ‘Be Human, Be Collaborative, Value Diversity and Be Trustworthy’

<i>All managers should role model the values in everything they do, use them to set clear expectations of others, recognise and reinforce positive behaviours, and address any behaviours which are undesirable.</i>			
<p>Be Human</p>  <p><i>People are important and deserve our best</i></p>	<p>Be Collaborative</p>  <p><i>By working together we can deliver better services and make the best use of public money</i></p>	<p>Value Diversity</p>  <p><i>Our diversity brings strength and adds value</i></p>	<p>Be Trustworthy</p>  <p><i>By communicating clearly and honestly about what we can or can't do we inspire trust</i></p>
<p>We are consistent and sincere in our approach</p> <p>We take ownership of issues</p> <p>We accept that in order to make customers lives easier, we may have to work in a different way</p> <p>We attract, develop and retain the best talent for our organisation</p> <p>We demonstrate a “can-do” attitude</p> <p>Colleagues and customers trust us to give our best</p> <p>We behave in a highly professional manner</p> <p>We approach sensitive</p>	<p>We take time to share knowledge and to support our colleagues</p> <p>We listen and take appropriate action</p> <p>We are forward thinking and deliver services differently where we can to meet customer needs</p> <p>We recognise that the customer is more important than the organisation</p> <p>We work in partnership with others to deliver the most effective solutions</p> <p>We make sure every penny makes a difference</p> <p>We embrace the need for continuous improvement and</p>	<p>We value diversity and the unique contributions of others</p> <p>Our approach is inclusive and accessible</p> <p>We believe in equality of opportunity and our behaviours demonstrate this</p> <p>We acknowledge our differences and treat individuals with respect</p> <p>We foster a collaborative and mutually supportive environment</p> <p>We treat others with respect and as we would expect to be treated</p> <p>We value everyone’s work</p>	<p>Our approach is always customer centred</p> <p>Everything we do we do with integrity</p> <p>We build effective relationships with customers and colleagues</p> <p>We use appropriate ways to communicate with each other and our customers</p> <p>We learn from our mistakes and put things right if they go wrong</p> <p>We relish open and transparent communications with customers and with each other</p> <p>We are creating a trusting, open and inclusive working</p>

situations with a “human touch”	<p>positive change</p> <p>We are proud of the organisation and our role in achieving the best outcomes for Barnet residents</p>	<p>and the contribution they make</p> <p>The principles of equality and diversity are embedded into everything we do</p>	<p>environment</p> <p>We are honest and inspire trust by saying what we mean, matching our behaviours to our words and taking responsibility for our actions.</p>
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Knowledge, Skills and Experience

Qualifications

- E - Degree level qualification or professional qualification related to Children and Young People
- E - Evidence of work related continuing professional development
- D – Post graduate commissioning / contracting / management qualification

Experience and Knowledge

- E – In-depth knowledge and understanding of the statutory, regulatory, policy, strategic and service delivery framework in which local government operates as it relates to Children and Young People functions.
- E - Substantial experience of working in the field of Children and Young People from either within a local authority or education setting.
- E – Track record of successful leadership and managerial experience at a senior level, promoting, leading and managing change
- E- Significant experience of working successfully with Elected or Board members on complex issues, and the ability to work productively and closely with Members and provide clear advice on policy options.
- E- Track record of operating strategically on corporate projects and policy development
- E – Demonstrable experience of partnership working, including the ability to influence and lead corporate and multi-agency projects and initiatives effectively.
- E – A good knowledge of commissioning principles, processes and procedures and their application to the Children and Young People agenda.
- E – A good understanding and ability to drive through effective performance management
- E – An understanding and track record of effective community and customer engagement.
- E – Demonstrable experience of partnership working, including the ability to influence and lead corporate multi-agency projects and initiatives effectively.

Personal Attributes

- E – Positive, committed, adaptable, robust and confident approach
- E – Ability to work under pressure and to motivate other to work quickly, without undue stress and demonstrate a duty of care
- E – Committed to diversity in service delivery and employment and champions the needs of all residents, particularly those with protected characteristics as part of the Children and Young People agenda.
- E – Customer and communities focussed and committed to delivery of positive outcomes for Barnet residents
- E – Innovative and creative approach to change
- E – Personal integrity

- E – Sound judgment in devising and evaluation options and dealing with complex issues.

E – Essential for the role.

D –Desirable for the role

EXECUTIVE RECRUITMENT

Requirements for response



The London Borough of Barnet is seeking an executive recruitment partner to provide support and expertise in filling senior roles within the organisation. Following a senior management restructure, and with some current vacancies, the Council is looking to appoint suitable candidates for a start date as close to 1st April 2015 as possible.

ROLES AVAILABLE

The Council are seeking to recruit to two statutory roles that require Member (councillor) involvement in the decision-making process. These are:

- Commissioning Director - Children & Young People – this role is the statutory Director for Children’s Services (£124k - £134k)
- Assurance Director – this role is the statutory Monitoring Officer (£103k - £113k)

In addition, a number of other senior roles are currently vacant and may form part of the overall package of services to be provided:

- Assistant Director for Children’s Social Care (£89k - £99k)
- Commissioning Director -Environment and Streetscene (£103k - £113k)
- Head of Communications and Marketing (£circa £75k)
- Adults and Communities Director (£103-£113k)

SERVICES REQUIRED

The Council requires organisations who are experienced in recruiting to senior roles and can demonstrate their success in attracting and placing high-quality candidates in these roles. The services required are:

- Executive recruitment: experience in attracting and approaching suitable candidates, candidate management and with an extensive network of contacts ‘ready to go’ who may be considered for these roles.
- Pre-assessment: initial sift and technical interview to grade candidates for consideration from Long List (all applicants) to a recommended short-list.
- Assessment centre: to design and deliver assessment centres based on senior management competencies (these will be provided), experience and organisational fit. The approach for each role may be slightly different depending on more detailed client requirements, although it is anticipated that management and leadership psychometrics (no preference), stakeholder interviews, group exercise and final interview will be required.
- For those roles requiring Councillor decisions, additional support for a Committee of the Council will be required.
- Pre-employment checks, including references will be required.

- A microsite and advertising will be required. We would welcome proposals to use these, and other techniques (social media, articles etc) as part of your proposals, although we may use our third party media supplier.
- Meetings with senior stakeholders as reasonably required, on site in Barnet including Council Leader, Chief Executive, Strategic Director for Commissioning, director of Human Resources, Chief operating Officer.

EXPERIENCE

Organisations are expected to demonstrate where they have had previous, successful experience of placing candidates in the types of roles above. This should also include a statement of the approach to attracting and managing potential candidates.

We would welcome in your method statement your views about how we can manage the reputation of Barnet in the market to best place these roles to the right audience and target our campaign effectively.

Within your method statement, your approach to understanding the brief and designing a campaign is required.

Experience of working with councillors and Board-level is a requirement of these assignments.

We would welcome submissions for specific roles as well as all the roles.

PROCUREMENT CRITERIA

The following criteria will be used (in order of weighting)

AREA	REQUIREMENT
Experience	<ul style="list-style-type: none"> • Demonstrate your experience in successfully attracting and placing candidates in to these type of roles, including the longer-term success of the candidates in the organisations. • Experience of working with Councillors and board-level leaders. • Experience of candidate attraction and management, including how your networks of potential candidates are maintained.
Price	Price per role Day rates for assessment centres (including stated resources) for an indicative assessment for 6 candidates per role to include: <ul style="list-style-type: none"> • 1 x leadership/ management psychometric • 1 x group exercise • 1x management competency assessment exercise
Attraction	Your approach to attraction, including indicative costs for: <ul style="list-style-type: none"> • Microsite (including outline of required content) • Print advertising • Social media awareness • Other attraction methods • Evaluation of attraction method success.
Discount	Any discounts applied for the allocation of all the roles above to a single supplier Any discounts applied resulting from a non-appointment of candidate

OUTLINE TIMETABLE (indicative)


Week Commencing	Activity	Responsibility
27 October	Brief and proposals returned from potential suppliers	Procurement
3 November	Remuneration Committee papers dispatched Agree role profiles Agree recruitment approach Appoint suppliers from shortlist	Human Resources
10 November	Remuneration Committee sits	Governance
17 November	Final brief confirmed to successful supplier Design of advertising, microsite and materials	Human Resources
24 November	Search starts	Supplier
1 December	Microsite, advertising, campaign goes live	Supplier
8 December		
15 December		
22 December	Close for applications	Supplier
5 January	Long list to short list	Supplier
12 January	Assessment Week	Supplier
19 January	Remuneration Committee (Appointments) Interviews	Human Resources
26 January	Final job offers confirmed	Human Resources

ATTACHMENTS

Draft role profiles (all roles)

Structure chart of the Council

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	AGENDA ITEM 8
	<h2>Remuneration Committee</h2> <h3>11 November 2014</h3>
Title	Commissioning Restructure: Confirmation of Redundancy and Early Retirements of Senior Manager
Report of	Andrew Travers – Chief Executive
Wards	All
Status	Public (with separate exempt report)
Enclosures	None
Officer Contact Details	Andrew Travers andrew.travers@barnet.gov.uk 020 8359 7850

<h2>Summary</h2>
<p>On the 13th October 2014, the General Functions Committee approved the revised structure for the council’s Commissioning Group and associated changes to other senior positions. At the same time, the Remuneration Committee agreed appointments to key chief officer positions and noted the proposed approach of the Chief Executive to appoint to other senior management positions.</p> <p>This report provides an update and makes recommendations to the Remuneration Committee to approve the redundancy or retirement of senior officers who have not secured suitable alternative employment in the new structure.</p>

Recommendations

That, subject to the consideration of the information and recommendation set out in the associated exempt report, the Committee approve:

- 1. The release of appropriate redundancy payments and access to early retirement pension benefits for the individuals detailed in the exempt report**
- 2. That notice for the individuals detailed in the exempt report is served from 12 November 2014.**

1. WHY THIS REPORT IS NEEDED

- 1.1 The Remuneration Committee are responsible for the approval of severance packages of officers in excess of £100,000.
- 1.2 There are no proposals to offer termination payments in excess of the contractual minimum. However, the capital cost of pension strain, along with redundancy entitlements will exceed £100,000 per package.

2. REASONS FOR RECOMMENDATIONS

- 2.1 To seek approval from the Remuneration Committee for the release of funds to the Local Government Pension Scheme to cover the cost of pension strain (release of early benefits) arising from the redundancies of individuals.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 The Council has sought to mitigate the potential cost of redundancies. Where an individual meets certain criteria, they may take early pension benefits within the regulations set out in the Local Government Pension Scheme. It has not been possible to find suitable alternative employment for some individuals, resulting in a redundancy situation.
- 3.2 During consultation, individuals were requested to consider any roles within the new structure, or suitable alternative roles within the Council that may mitigate potential redundancies and costs.

4. POST DECISION IMPLEMENTATION

- 4.1 Subject to the decisions of the Committee, the individuals will be provided with their notice of redundancy and pension estimate. Subject to provisions within

individual's contracts a notice period until the date of redundancy will be served.

- 4.2 During the period of notice, if a suitable alternative position arises within the council for the individuals concerned, the Council has a duty to seek to mitigate the redundancy and will seek to do so.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 These redundancies arise from the implementation of the decision of the General Functions Committee of 13th October 2014 to approve the new Commissioning Group and senior management structures.

5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)

- 5.2.1 The total cost of these redundancies will be met by the Council's redundancy reserves.

5.3 Legal and Constitutional References

- 5.3.1 The Council's Constitution, Responsibility for Functions, Annex A – details the responsibilities of the Remuneration Committee which state that "In accordance with supplementary guidance issued by the Department for Communities & Local Government in 2012 and February 2013 Council be given the opportunity to vote on Chief Officer salary packages, of salary packages of £100,000 or more and any severance packages at or above £100,000 and in instances where Council has delegated these functions to the Remuneration Committee, then the Remuneration Committee will decide on and report back to Council on Severance packages per individual of £100,000 or more. (Severance package will consist of redundancy pay, pay in lieu of notice, any holiday pay the employee is contractually entitled to and any pension lump sum the employee is entitled to in accordance with the Local Government Pension Scheme)."
- 5.3.2 Details of redundancy payments for senior officers are required to be published in the annual accounts in accordance with Accounts and Audit (England) Regulations 2011.
- 5.3.3 "Under regulation 30(7) Local Government Pension Scheme Regulations 2013 a member of the pension scheme dismissed by reason of redundancy and aged 55 or over must have their retirement pension and lump sum paid immediately and without reduction.
- 5.3.4 In relation to redundancy payments, failure to pay a contractual redundancy payment in the event of an officer being dismissed for redundancy would be a breach of contract."

5.4 Risk Management

5.4.1 The Director for Human Resources will keep under review the potential to mitigate redundancies to avoid cost through the Council's redeployment procedure.

5.5 Equalities and Diversity

5.5.1 An Equalities Impact Assessment was provided to the General Functions Committee when taking their decision. There were no perceived implications for equalities and diversity in implementing the decision.

5.5.2 To refuse access to pension for those made redundant for those otherwise entitled to such benefits based on the age of the individual (or any other protected characteristic) would be potentially discriminatory. The benefits for early retirement are accessible from the age of 55 years old for individuals who are dismissed on redundancy

5.6 Consultation and Engagement

5.6.1 Individuals have been consulted on the potential redundancies arising from the Commissioning Group and senior management restructure.

6. BACKGROUND PAPERS

6.1 Council, 16 April 2013, Reports from the Remuneration Committee (29 January 2013 & 19 March 2013) – Council approved the recommendations of the Remuneration Committee (19 March 2013) which included delegating the functions of approving salaries and severance packages of £100,000 or more to Remuneration Committee:

<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CIId=162&MIId=6641#A13482>

6.2 General Functions Committee, 13 October 2014, Commissioning Restructure and Associated Senior Management Positions – the Committee approved the following recommendations:

1. That the Committee agree the deletion of posts on the Council's establishment and the creation of new posts as set out in Section 6 of the report.
2. That the General Functions agree to delegate to the Chief Executive the authority to introduce interim and transitional arrangements to ensure the continuity of service during appointments to the new structure and any vacancies arising pending consideration by the Remuneration Committee.

<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CIId=174&MIId=7800>

- 6.3 Remuneration Committee, 13 October 2014, Commissioning Restructure and Associated Senior Management Positions – the Committee approved the recommendations set out in the report relating to the restructure:
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=381&MId=7796>

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AGENDA ITEM 11

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