

AUDIT AND CORPORATE GOVERNANCE (APPOINTMENT PANEL) SUB-COMMITTEE

FRIDAY, 31 MARCH 2023 AT 1.00 PM
COMMITTEE ROOM 3, CROWNDALE CENTRE,
218 EVERSOLT STREET, LONDON, NW1 1BD

Other than the introductions and formalities, all decision making parts of this meeting will be held in private by virtue of paragraph 1 of Schedule 12A of the Local Government Act 1972 (as amended). Consequently, for resource reasons no part of this meeting will be broadcast live. The minutes of the meeting will however be available on the website in due course.

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MEMBERS

Councillors Georgia Gould (L), Kemi Atolagbe (L), Marcus Boyland (L), Linda Chung (LD), Sabrina Francis (L), Jenny Headlam-Wells (L) and Anna Wright (L)

L = Labour, LD = Liberal Democrat

Issued on: Thursday, 23 March 2023

CROWDALE CENTRE FIRE/EMERGENCY EVACUATION PROCEDURE

If the fire alarm sounds continuously, or if you are instructed to do so, leave the building quickly and calmly by the nearest available exit. Do not stop to collect personal belongings. Fire exit doors are clearly marked and lead via the staircases to Crowndale Road or Eversholt Street.

Do not use the lifts. If you are a wheelchair user or have a mobility problem which prevents you from using the staircases, please proceed to the lift lobby area where you will be evacuated from the building.

Do not wait immediately outside the building – proceed to Oakley Square and await further instructions.

MEETINGS IN CAMDEN

Everyone is welcome to come to the public meetings in Camden and agendas for these meetings are available in advance on the Council's website at www.camden.gov.uk. If you are interested in a particular item being considered at a meeting and you wish to speak (called making a deputation), please write to the Committee Officer listed on the front of the agenda. The deadline for deputation requests for this meeting is **5pm on Wednesday, 29 March 2023**.

The Council is allowed to discuss some items in private, although this does not happen often – any such items will be discussed at the end of the meeting and you will be asked to leave at this point.

Members of the public have a right to film, record or photograph public meetings for reporting purposes. This does not apply to any of the Council's meetings which are private or not open to the public. Laws on public order offences and defamation still apply, and you should exercise your rights with responsibility. Please respect the views of others when reporting from a meeting.

You may be asked to stop filming, photographing or recording a meeting if the Chair feels that the activity is disrupting the meeting.

If you have any views or questions about meetings at Camden Council please call Committee Services on 020 7974 1915.

**AUDIT AND CORPORATE GOVERNANCE (APPOINTMENT PANEL)
SUB-COMMITTEE
31 MARCH 2023**

THERE ARE NO PRIVATE REPORTS

PLEASE NOTE THAT PART OF THIS MEETING MAY NOT BE OPEN TO THE PUBLIC AND PRESS BECAUSE IT MAY INVOLVE THE CONSIDERATION OF EXEMPT INFORMATION WITHIN THE MEANING OF SCHEDULE 12A TO THE LOCAL GOVERNMENT ACT 1972, OR CONFIDENTIAL WITHIN THE MEANING OF SECTION 100(A)(2) OF THE ACT.

AGENDA

Wards

- 1. ELECTION OF CHAIR**
- 2. APOLOGIES**
- 3. DECLARATIONS BY MEMBERS OF STATUTORY DISCLOSABLE PECUNIARY INTERESTS, COMPULSORY REGISTERABLE NON-PECUNIARY INTERESTS AND VOLUNTARY REGISTERABLE NON-PECUNIARY INTERESTS IN MATTERS ON THIS AGENDA**
- 4. DEPUTATIONS (IF ANY)**

Requests to address the Sub-Committee on a matter on its agenda must be made in writing to the clerk named on the front of this agenda by 5pm two working days before the meeting.
- 5. ANNOUNCEMENTS (IF ANY)**
- 6. NOTIFICATION OF ANY ITEMS OF BUSINESS THAT THE CHAIR DECIDES TO TAKE AS URGENT**
- 7. LOCAL GOVERNMENT ACT 1972 - ACCESS TO INFORMATION**

It is drawn to the attention of members of the public and the press that the items listed below are considered to be exempt within the meaning of Schedule 12A to the Local Government Act 1972. The Sub-Committee will be asked to pass a resolution, the effect of which is to exclude members of the public and the press from the remaining part of the proceedings.

Information contained in agenda item 8 is exempt because it falls within Category 1 of Schedule 12A Local Government Act 1972 (as amended).

Proposed resolution:

“THAT the press and public be excluded from the proceedings of the Audit and Corporate Governance Appointments Sub-Committee on 31st March 2023 during consideration of Item 8 on Part II of the agenda, on the basis that, were members of the public to be present, there would be disclosure of exempt information as defined in Schedule 12A to the Local Government Act 1972, as amended”

Specifically -

Publicity in respect of Item 8 would be likely to lead to the disclosure of information relating to any individual or information which is likely to reveal the identity of any individual, by virtue of the Local Authorities (Executive Arrangements) (Access to Information) (Amendment) (England) Regulations 2006.

**8. DIRECTOR OF EDUCATION COMMISSIONING AND INCLUSION: All Wards
FINAL MEMBER PANEL**

Report of the Director of People and Inclusion.

(Pages
5 - 16)

The report provides some background with regard to process and practice for the sub-committee in undertaking their role in interviewing candidates for Chief Officer positions. Members are asked to carefully consider the advice within the report and should they have any additional questions to seek advice either before or during the meeting. Separately and with as much notice as they can (depending on the timing of the recruitment) Human Resources (HR) will supply to all members on a strictly confidential basis applications/CV of the candidates, as well as the results of the technical interviews and the assessment centre. Members will consider the relevant application material against the applications.

**9. ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT
AND IS EXEMPT WITHIN THE MEANING OF SCHEDULE 12A
WITHIN THE LOCAL GOVERNMENT ACT 1972**

AGENDA ENDS

LONDON BOROUGH OF CAMDEN	WARDS: All
REPORT TITLE Director of Education Commissioning and Inclusion: Final Member panel	
REPORT OF Director of People and Inclusion	
FOR SUBMISSION TO Audit and Corporate Governance (Appointment Panel) Sub-Committee	DATE 31 st March 2023
<p>SUMMARY OF REPORT</p> <p>This report provides some background with regard to process and practice for the sub-committee in undertaking their role in interviewing candidates for Chief Officer positions. Members are asked to carefully consider the advice within the report and should they have any additional questions to seek advice either before or during the meeting. Separately and with as much notice as they can (depending on the timing of the recruitment) Human Resources (HR) will supply to all members on a strictly confidential basis applications/CV of the candidates, as well as the results of the technical interviews and the assessment centre. Members will consider the relevant application material against the applications.</p> <p>Local Government Act 1972 – Access to Information</p> <p>No documents have been used in the preparation of this report.</p> <p>Contact Officer: Joanna Brown Director of People and Inclusion 5 Pancras Square London N1C 4AG Tel: 020 7974 6302 E-mail: joanna.brown@camden.gov.uk</p>	
<p>RECOMMENDATIONS</p> <p>That the Audit and Corporate Governance (Appointment Panel) Sub-Committee:</p> <ol style="list-style-type: none"> (1) Notes the process for appointment to the post of Director of Education Commissioning and Inclusion. (2) Notes the job details for this post and the progress made to date; and (3) Interview candidates from the final shortlist and if appropriate recommend an offer of appointment, subject to there being no well-founded objections. 	

Local Government Act 1972 – Access to Information

The longlist of candidates and the candidate reports which were supplied separately to members by HR are exempt from disclosure by virtue of the following paragraphs of Schedule 12A to the Local Government Act 1972:

Paragraph 1: Information relating to any individual.

Signed:



Joanna Brown
Director of People and Inclusion

Date: 21st March 2023

1. Purpose of Report

- 1.1 The Audit and Corporate Governance Committee has delegated to the Audit and Corporate Governance (Appointment Panel) Sub-Committee responsibility for interviewing and offering permanent appointments to all posts at Chief Officer level. Attached at Appendix 1 are the job advert and job description.
- 1.2 This report sets out the job details in Appendix A, as well as the process and timetable for appointment to the position of Director of Education Commissioning and Inclusion. Additional papers including candidate packs and the results of the process to date will be provided in an exempt from disclosure appendix directly by HR.

2. Process

- 2.1. The process to date has involved the following:
 - The role of Director of Education Commissioning and Inclusion was advertised on the 4th February with a closing date of 3rd March 2023.
 - Executive Director of Supporting People (statutory Director of Childrens Services (DCS), supported by the HR Strategic Lead, undertook 'longlisting' on Tuesday 7th March 2023.
 - An initial 'technical' interview is currently being undertaken for each longlisted candidate week commencing the 13th March 2023.
 - Member shortlist will be undertaken on the Monday 20th March 2023.
 - An assessment centre including Schools/Education panel, Young Persons Panel and Officer interview will be undertaken on Monday 27th March 2023.
- 2.2. Information from the process will support the Sub-Committee in interviewing candidates, and if they consider it appropriate recommending an offer of appointment, subject to there being no well-founded objections from any member of the Cabinet, reference and medical as applicable and agreeing (subject to those conditions) a starting salary for the successful candidate.
- 2.3. The Council will seek to employ candidates who display the attitudes, skills and behaviours that are non-negotiable to work in Camden, the Director of People and Inclusion or delegated HR Strategic Lead will be available to advise the members of the appropriate method for doing this during the process.
- 2.4. Camden Council challenges itself to achieve a representative workforce at all levels. As part of this challenge, Camden publishes a higher level of detail, analysis and comparison data than is standardly done within local authorities and openly publishes this, for example Gender, Black, Asian and other ethnic staff and Disability pay gap data. As a Timewise council all positions are open to applicants who wish to work part-time or on a flexible working arrangement unless there is a good business reason why this is not possible.
- 2.5. To ensure that the recruitment process is free from discrimination all those members who participate in recruitment panels will have received

appropriate equalities and unconscious bias training.

3. Finance Comments of the Executive Director Corporate Services

Prior to candidates being put forward for interview the Director of People and Inclusion will have checked with the relevant Finance lead that the appropriate budget provisions is available for the post and to have covered the costs of the recruitment exercise.

4. Environmental Implications

No impact.

5. Legal Comments of the Borough Solicitor

5.1 The Local Authorities (Standing Orders) (England) Regulations 2001 (the Regulations) set out the requirements for the appointment of senior staff and the relevant provisions of the Regulations are contained in the Officer Employment Procedure Rules, which are set out in Part 4, section 9 of the Council's Constitution. The procedure set out in this report complies with the Regulations.

5.2 The Council has the power to appoint such officers as it considers necessary for the proper discharge of the Council's functions by virtue of s. 112(1) of the Local Government Act 1972.

5.3 By s. 112(2) of the Local Government Act 1972 such an officer "shall hold office on such reasonable terms and conditions, including conditions as to remuneration, as the authority appointing him think fit".

5.4 Local Government and Housing Act 1989 s7(1) stipulates that any appointment made by the Council must be on merit subject only to some exemptions concerning the council's equality duties. The Council should if challenged be able to demonstrate that the successful candidate was the best candidate by objective reference to both the application and the interviews

6. Appendices

- a) Job description and person specification
- b) Candidate CVs (exempt)
- c) Results of longlisting, and technical interview reports (exempt).

REPORT ENDS

Job profiles:

Tips and Advice for Managers –

Camden’s aim is to ensure that job profiles, role requirements and communication is as inclusive as possible.

We have highlighted some key areas below which you should consider when writing job profiles.

- **Coding**
Where possible all roles should be written either neutrally or feminine coded. Try the link below to see how your text rates::
<https://www.totaljobs.com/insidejob/gender-bias-decoder/>
- **Essential Criteria**
Job profiles should be as clear and concise, avoiding jargon. Profiles should not include skills such as ‘excellent communication skills’ as an essential part of the role if this is more of a ‘nice to have’ as this could dissuade talented applicants i.e. autistic, or dyslexic people from applying.

Make it easy for people to see what the core skills for the role are, otherwise, an applicant may read the job profile as if all the requirements are essential and not apply, despite excelling at the core skills.
- **Degree requirements and experience**
We advise only listing degree as a requirement for the role if this is essential (e.g. work specific qualification or experience) . If it is desirable (e.g. degree level education), then we strongly encourage removing this.
- **Diversity & inclusion Insights**
Job Profiles should include clear signposting to diversity and inclusion support. This messaging has been developed for Camden and sits at the end of each job profile.

How to write a job profile / template:

Camden Job profiles consist of four main sections including About Camden, About the role, About you, Over to you.

Managers are required to write the “About the role” and “About you” sections as well as adding content to the About Camden category

Other information needing completing include; Work Environment, People Management Responsibilities and Relationships

Items in red are for guidance only and should be removed once document is completed

Job Profile

Job Title: Director of Education Commissioning and Inclusion

Job Grade: Level 7 (Tier 2 – Chief Officer)

Salary Range: From £90,000 p.a up to a maximum of £120,000 p.a. (pro-rata for 4 days per week)

Hours: This is a permanent post and for 4 days per week (full-time hours 37 hours per week)

About Camden

'Camden is place somewhere everyone can thrive, by making our borough the best place to live, work, study and visit. We're not just home to UK's fast-growing economy, we're also home to the most important conversations happening today. And we're making radical social change a reality, so that nobody gets left behind. Here's where you can help decide a better future for us all.

Camden is committed to all its children having the best start in life, enjoying an excellent school experience in an ambitious and inclusive environment, and having opportunities to lead flourishing lives. Equity and Excellence are at the heart of Camden's Education Strategy. Camden's SEND Strategy aligns with this ambition, working to ensure that children with SEND have appropriate provision and where parents/carers and partners are working together to develop and improve systems and services. This ambition is also central to the work of the Virtual School, promoting the achievements of our most vulnerable children.

Camden Learning is a Community Interest Company, limited by guarantee. The Executive Director of Supporting People and the Lead Member for Best Start in Life are members of the Camden Learning Board. This company has been commissioned to deliver a range of school improvement support. This includes the council's statutory school improvement role; support and challenge and CPD; the council's statutory attendance function; school safeguarding, including exclusions; SACRE and SENDIASS; health and well-being.

Camden is proud of its family of schools and their commitment to supporting children and families throughout the borough. We aim to offer school places as locally as possible and strive to support parents/carers through the admissions and transition process. We continue to develop a collaborative network of schools where schools can pool resources and learn from each other, through research practice, so that we maintain the high standards which we expect for all our children.

This role is a senior manager in the Supporting People Directorate. It is responsible for commissioning and monitoring Camden Learning; leading on the statutory SEND arrangements and the implementation of the SEND Strategy, and on all aspects of school organisation. This is a key post in delivering Camden's ambition for Equity and Excellence and enabling our most vulnerable children to achieve.

[Link to Education Strategy and SEND Strategy.](#)

About the role

The main purpose of this role is to provide leadership and management of SEND, both of the statutory assessment and review service and the Educational Psychology Service, and the implementation of the SEND Strategy. The Virtual School is successful in achieving good outcomes for our children in care, as confirmed in Camden's recent inspection by OFSTED of its children's services. The Virtual School Headteacher will report to this post.

Much of the direct work with schools to deliver the Education Strategy rests with Camden Learning. This post is responsible for commissioning Camden Learning and monitoring the commission's delivery. 97% of our schools are good or outstanding. This post is responsible for ensuring the availability of sufficient places locally and making best use of resources to maintain high standards, including the promotion of a collaborative/federated system across schools. The post is also responsible for the operation of the Schools Forum and the Dedicated Schools Budget. The postholder and the heads of service will work closely with the Chief Executive of Camden Learning and his staff to ensure seamless delivery of high-quality provision. The postholder and their staff will also work very closely with the other teams in the directorate, particularly Early Intervention and Prevention and Children's Safeguarding and Social Work.

This post is a member of the Supporting People's Directorate Management Team and will play a key role in the development of services across the Directorate. As a senior leader, the post will also be responsible for contributing to the corporate development of services across the council and with its partners.

The delivery and improvement of good quality and relevant services to Camden residents underpins everything we do. This role contributes to this ambition as it is vital to children's learning and well being and, as the children move to adulthood, the well being of the community.

About you

Qualifications and Experience

You must have a degree and have substantial experience in education in a local authority and/or senior management in schools

You should have the following knowledge and skills:

- A good understanding of current education and children's services legislation and practice
- A clear commitment to working to raise standards and providing opportunities for all children, particularly our most vulnerable children and those in care
- A proven ability to work with parents/carers as partners, both in individual cases and in co producing strategies and provision
- A good understanding of school organisation and management and the breadth of school engagement with the community
- A clear understanding of how to influence change, but also manage systems which are already nationally determined
- Excellent communication and staff management skills, including high expectations of performance
- A good awareness of financial prioritisation and practice
- Proven experience of good relationships with key stakeholders, including councillors, schools, parents/carers, the voluntary sector

- A commitment to partnership working in a complex environment

Work Environment:

This post is based at Camden Council Offices, 5 Pancras Square, London N1C 4AG, next to Kings Cross and St Pancras International stations.

The postholder will be expected to be on site, including in schools, for many of the days but they may also work from home and communicate on Teams/Zoom for some of the time, as appropriate

Budget Management Responsibilities:

The budget of the 3 areas within this role is as follows:

- Education Commissioning and School Organisation (including Admissions team)
£645k in staffing and administration costs
£2.5m for the commissioning of Camden Learning – this to provide school improvement, governor support, safeguarding and SENIASS
£1.2m for school redundancy costs
£700k to support the implementation of the Education Strategy with Camden Learning

- SEND and Inclusion Service
£4,153,520 for staffing
£47,338,960 for placements

- Virtual School
£744,420
£351,000 (ringfenced grant)

People Management Responsibilities:

The postholder is responsible for the following teams:

- Education Commissioning and School Organisation (including Admissions team)
Head of Service + 6
- SEND (including Educational Psychology Service)
Head of Service + 69.4 FTE
- Virtual School

Headteacher + 8.8 FTE

Relationships:

Good relationships with all staff and partners are essential. The postholder will be working closely with a range of people, including:

- Councillors
- Schools (Headteachers and Governors)
- Parents/carers
- Chief Executive and Chief Operating Officer of Camden Learning
- Chair of Camden Learning
- Colleague directors and Heads of Service in Camden
- Social workers
- Health colleagues, including CAMHS
- Department for Education

Over to you

We're ready to welcome your ideas, your views, and your rebellious spirit. Help us redefine how we're supporting people, and we'll redefine what a career can be. If that sounds good to you, we'd love to talk

Is this role Politically Restricted?

This is a politically restricted post

Diversity & Inclusion

At Camden, we value and celebrate difference and encourage diversity in all respects. Our diverse workforce ensures we represent our communities to the best of our ability and enables us to make better decisions. Because of this, we particularly welcome applications from Black, Asian and other ethnic groups, those who identify as LGBT+, neurodiverse and disabled people. Click [Diversity and Inclusion](#) for more information on our commitment.

Agile working

At Camden we view work as an activity, not a place. We focus on performance, not presenteeism. We create trusting relationships, we embrace innovation rather than bureaucracy and we value people. Collaboration is the Camden way, silo working isn't.

At Camden we are proud to be one of Hire Me My Way's inaugural campaign supporters. Hire Me My Way is a national campaign led by Timewise, designed to increase the volume of good quality jobs that can be worked flexibly in the UK (www.HireMeMyWay.org.uk). Hire Me My Way aims to treble the number of available good quality flexible jobs to 1 million by 2020.

Asking for Adjustments

Camden is committed to making our recruitment practices barrier-free and as accessible as possible for everyone. This includes making adjustments or changes for disabled people, neurodiverse people or people with long-term health conditions. If you would like us to do anything differently during the application, interview or assessment process, including providing information in an alternative format, please contact us on 020 7974 6655, at resourcing@camden.gov.uk or post to 5 Pancras Square, London, N1C 4AG,

Director of Education Commissioning & Inclusion

£72k - £96k pa (4 days/week) | London Borough of Camden

We are making radical social change a reality, so that nobody gets left behind

The Role

This newly-created role will be critical to the successful delivery of Camden's ambition for Equity and Excellence and enabling our most vulnerable children to achieve.

Reporting to the Executive Director of Camden's Supporting People directorate, you'll be a member of a highly-supportive and collegiate DMT and will play a lead role in the development of all the directorate's services and in ensuring that the council works strategically and innovatively with partners so that residents continue to receive the best possible education provision.

You'll specifically be responsible for commissioning and monitoring Camden Learning (Camden's provider of School Improvement services); SEND (including the Educational Psychology Service); all aspects of school organisation and place planning; and Camden's Virtual School.

And you'll be tasked with:

- Implementing Camden's SEND strategy, and preparing for an upcoming SEND inspection.
- Working closely with Camden Learning to ensure the ongoing delivery of high-quality provision (97% of Camden's schools are good or outstanding.)
- Developing effective relationships with Headteachers and Governors so that partners work cohesively and strategically for the future.
- Overseeing the availability of sufficient places locally and making best use of resources to maintain consistently high standards.
- Managing the continued success of the Virtual School in achieving good outcomes for children in care, as confirmed in Camden's recent OFSTED inspection.

This politically restricted post is exempt from the Rehabilitation of Offenders Act and will require an Enhanced DBS.

Camden

Camden is a place where everyone can thrive and the council is committed to all its children having the best start in life: enjoying an excellent school experience in an ambitious and inclusive environment, and having opportunities to lead flourishing lives.

We're making radical social change a reality, so that nobody gets left behind.

Here's where you can help decide a better future for us all.

We're ready to welcome your ideas, your views, and your rebellious spirit. Help us redefine how we're supporting people, and we'll redefine what a career can be.

To find out more about what it is like to work at Camden, meet some of our people by visiting www.camdenjobs.co.uk/our-stories.

About you

This newly-created role is an excellent opportunity to support the children and families of Camden, as well as to develop your profile and prove yourself on both the regional and national stage.

Consequently, we are seeking an ambitious education professional who puts child and parent/carer experience at the forefront of all decision-making, with proven expertise in the strategic development and delivery of education services (both school improvement and SEND).

Furthermore, highly-developed relationship- and stakeholder-management capabilities will be required for success.

Inclusion and Diversity

We want Camden Council to be a great place to work and to ensure that our citizens are represented in leadership roles and positions of power. A vital part of this is ensuring we are a truly inclusive organisation that encourages diversity in all respects, including diversity of thinking. We particularly welcome applications from Black, Asian and those of Other Ethnicities, LGBT+, disabled and neurodiverse communities to make a real difference to our residents so that equalities and justice remains at the heart of everything we do.

To discover more about Camden and our commitment towards diversity, equality and safeguarding, please visit www.camdenjobs.co.uk/inclusion-and-diversity.

Asking for Adjustments

Camden is committed to making our recruitment practices barrier-free and as accessible as possible for everyone. This includes making adjustments or changes for disabled people, neurodiverse people or people with long-term health conditions. If you would like us to do anything differently during the application, interview or assessment process, including providing information in an alternative format, please let us know.

Next Steps

So if you're looking for a rewarding role with a supportive and cohesive team that is performing well and keen to achieve even more, contact Andrew Tromans to arrange an initial confidential conversation (07805 226 301 / andrew.tromans@penna.com)

To download a copy of the candidate briefing pack, please click the apply link below.

Closing Date: **Friday 3rd of March**