

AUDIT AND CORPORATE GOVERNANCE (APPOINTMENT PANEL) SUB-COMMITTEE

THURSDAY, 20 APRIL 2023 AT 4.00 PM
ROOM 5.1 WATERLOW, 5 PANCRAS SQUARE,
LONDON N1C 4AG

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MEMBERS

Councillors Georgia Gould (L), Sagal Abdi-Wali (L), Lotis Bautista (L),
Marcus Boyland (L), Linda Chung (LD), Sabrina Francis (L) and
Jenny Headlam-Wells (L)

L = Labour, C = Conservative, LD = Liberal Democrat

Issued on: Wednesday, 12 April 2023

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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 Tuesday, 18 April 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.

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

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**AUDIT AND CORPORATE GOVERNANCE (APPOINTMENT PANEL)
SUB-COMMITTEE
20 APRIL 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

To elect the Chair for this meeting only.

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 **20th April 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. EXECUTIVE DIRECTOR OF CHILDREN AND LEARNING - SHORTLISTING REPORT

All Wards

Report of the Director of People and Inclusion

(Pages
7 - 20)

This report provides some background with regard to process and practice for the sub-committee in undertaking their role in shortlisting 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 will supply to all members on a strictly confidential basis applications/CV of the candidates from which the short list is to be chosen, as well as the results of the technical interviews. 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

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LONDON BOROUGH OF CAMDEN	WARDS: All
REPORT TITLE Executive Director of Children and Learning: Shortlisting	
REPORT OF Director of People and Inclusion	
FOR SUBMISSION TO Audit and Corporate Governance (Appointment Panel) Sub-Committee	DATE 20 th April 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 shortlisting 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) HR will supply to all members on a strictly confidential basis applications/CV of the candidates from which the short list is to be chosen, as well as the results of the technical interviews. 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> <p>(1) Notes the process for appointment to the post of Executive Director of Children and Learning (2) Notes the job details for this post and the progress made to date; and (3) Provides observations on the recommendations for the shortlist as set out in the report and agree the final shortlist.</p>	

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: 6th April 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 Executive Director of Children and Learning. Additional papers including candidate packs and the results of the longlisting process will be provided in an exempt from disclosure appendix directly by Human Resources (HR).

2. Process

- 2.1. The process to date has involved the following:
 - The role of Executive Director of Children and Learning was advertised on the 23rd February 2023 with a closing date of 24th March 2023
 - Executive Director Supporting People (statutory Director of Children's Services (DCS) supported by the Director of People and Inclusion, and Executive Director of Corporate Services, undertook 'longlisting' on Thursday 30th March 2023.
 - An initial 'technical' interview for each longlisted candidate in the week commencing the 10th April 2023.
- 2.2. With regard to this shortlisting panel, Members will be advised of the process by the Director of People and Inclusion or delegated officer who will also be in attendance to deal with any questions. However, the panel members will be:
 - Assessing the applications/CV's of the candidates together with any officer feedback from the process to date
 - Making an assessment against the job and personal specification
 - Deciding upon the candidates to go forward to the next stage of the selection process
- 2.3. Members will be aware of the requirement to appoint and hence take through to the next stage the best candidates who are most suited to the requirements of the position. It is unlawful to take into account any matters which are discriminatory.
- 2.4. Following the meeting, confirmation will be given of the final interview date. Proposed final interview questions and presentation topics (if appropriate) will be circulated to all members of the Appointment Panel before the final interview.

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 are available for the post and to have covered the costs of the recruitment exercise.

4. Environmental Implications

There are no environmental implications as a result of this process.

5. Legal Comments of the Borough Solicitor

- 4.1 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.
- 4.2 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.
- 4.3 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".
- 4.4 The Accounts and Audit (Amendment No. 2) (England) Regulations 2009 which came into force on 31 March 2010 require all local authorities in their annual statement of accounts to publish details of remuneration for all senior employees earning in excess of £50,000 p.a. In the case of senior employees who earn in excess of £150,000 p.a. these employees will be required to be identified by name.
- 4.5 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

Executive Director – Children and Learning
Giving every child the best start in life

Role profile and Person Specification

Overview

Camden is an amazing place to grow up, to learn and to live. It is unique and diverse, offering all the assets of a global city – such as world-renowned museums, universities, parks and open spaces – that we believe can help to give our young people the very best childhood and route into adult life. Our schools are exceptional, with the majority rated ‘good’ or ‘outstanding’, which, alongside our investment in early years support in our children’s centres, provides fantastic opportunities for future generations.

But we are facing immense challenges.

To reflect the systemic change needed to “move the dial” on inequality, disproportionality, and injustice – to hold the space for complex issues so that professionals and leaders can come together to design, test and iterate new services and approaches. The birth rate in Camden has fallen to the lowest in the UK, with fewer children being born in our borough. Deepening inequalities are causing people to leave our borough and the cost-of-living crisis is forcing too many local families to live one pay cheque to the next, or meaning children are growing up in overcrowded homes.

Everything we do is focused on giving every child the best start in the life. As a senior leader in Camden we expect you to take our high standards and use them to engage with partners and anchors and institutions to further our ambitions for Camden’s children and young people. We want you to challenge the organisation and our community to think creatively and expansively about how we use all our financial, regulatory and civic levers to make Camden the best place to grow up.

We listen carefully to the voices experiences, ambitions and ideas of children and young people and ensure they feel seen and heard. We make sure they have access to all the services they need and are supported to develop the skills and relationships they need for later life. We continue to invest in an enhanced universal service offer for the first 1001 days. And we are building an education system that is fit for all the challenges facing our borough.

Safeguarding children and keeping them safe from harm will always be the utmost priority for the Council and partners. Sometimes we need to step in and look after children at risk, and when this happens, we do everything in our power to care for them well, ensuring they have a safe place to call home and access to the healthcare and education they need. You will provide support and leadership for social work professionals including listening to what they need to recruit, retain and develop staff to deliver our services to the highest standard

Likewise giving children and young people the best education opportunities is vital to reducing inequalities and supporting children to thrive. The pandemic has widened inequalities in accessing education and the opportunities that the school environment provides – including safety, social connection and access to food. We want every child in Camden to grow up and develop their own unique set of skills, passions and ambitions. When children leave school, they must be able to pursue their dreams in our borough. You will help us challenge silos and ensure that the safety, flourishing and success of children and young people is the responsibility of the whole organisation – to ensure that there is no departmentalism that affects a systemic view of safety and risk

What we need from you

Everything we do in Camden is about supporting our communities and our people and we are looking for an Executive Director who shares our vision to make Camden the best place to grow up. You will have responsibility for all our children's services departments, youth services and education. You will work creatively and compassionately, listening to the voices, ambitions and ideas of our children and young people – and putting them and their families at the heart of everything we do.

A genuine collaborator, you will nurture our spirit of activism and continue our journey to create truly relational services through your leadership of Camden's outstanding children's workforce.

You will have a strong track record in leading excellent services. You need to have a very good understanding of how local authorities work and experience of influencing at a senior level across the wider political spectrum. Current or previous experience at Exec Director, Director or Deputy/Assistant Director level is essential.

But most importantly you will be excited by the opportunity to join a children's services function where children's services are rated 'Outstanding' by Ofsted and our youth justice services are rated 'Outstanding' by HMIP. You will recognise the strong base you will be working from and have ambitions to continue our whole system approach. With an ability to shape the future of service provision for children and young people at a local and national level.

We need a leader who is real and present, leading at their best whatever the circumstances, and who has a breadth of purpose beyond their own ends. We need a leader who is willing and able to be vulnerable, curious and open. Who can create spaces for listening, having difficult conversations and building deep trust. We need someone who can share power – both within and across the organisation, but most importantly with our families and communities. You will help us build on our relational approach in children's services and challenge the whole Council to become relational in our work with residents – taking the our social work learning into the wider organisation without

diluting the specific role of social workers and teams working directly with children and young people.

We want to maintain and build on our rebellious spirit and continue our relational journey, developing our Camden model of social work and activism alongside the people we serve. Living by our mission that ‘to love is to act’. And this is despite the challenging context within which we work and the potential for change in governing models over the coming years. We need a leader who has the creativity and ability to be optimistic and create credible futures for Camden despite constraints. We need a leader who can influence beyond Camden’s borders locally and nationally too.

Role profile: Common Accountabilities *(relevant for all Camden roles at this level)*

- Advise the Council and its Members as required on corporate performance and on the development of long-term strategies to achieve the Council’s priorities.
- As part of the Camden Management Team contribute to the corporate management and leadership of the organisation including leading corporate wide initiatives.
- Ensuring a strong vision for the areas of responsibility which ensure innovative and forward thinking approaches to the delivery of outcomes whilst ensuring that strategies are well evidenced and evaluated.
- Embed a culture in which services are designed around and with residents and service users based on their needs. This will include a system of continuous learning, assessment and improvement ensuring maximum value of the Camden pound.
- Lead the Directorate and contribute to the leadership of the organisation, ensuring a high calibre, motivated and effective and empowered workforce. Ensure the embedding of a digitally focused, agile way of working with staff embodying The Way We Work and We Make Camden.
- Lead by example in championing and furthering equity and inclusion within the workplace and in the delivery of our services.
- As part of the Camden Management Team ensure that the work of the Council generally and the designated directorate specifically is high quality and achieves its objectives, by effective performance and risk management.
- Contributes to the development of medium-term financial strategies and lead their implementation in the designated directorate.
- Represent the Council promoting its image and reputation on a national and London wide stage, helping to influence national and regional policies and strategies.

Role profile: Role specific accountabilities

- To provide strategic leadership so that the purpose of the directorate and the best possible outcomes for children, young people and their families are achieved.
- The post-holder will be the Statutory Director of Children’s Services.
- Be a champion for children, young people, families and carers.
- Provide personal leadership to the Council and the organisation for ensuring children are safe/safeguarded.
- Ensure that the directorate continues strategies for intervening early and preventing problems escalating.

- Works across services, across organisational boundaries and alongside residents to help overcome disadvantage and achieve the best start in life and help people to live independently, and healthily.
- Leads research and evidence collection and evaluation to inform innovation, future strategies and innovation.
- Provide strategic leadership to ensure that our services, across the organisation and children's trust partners, are focused on enabling Camden's children and young people to be safe , happy and fulfil their full potential, promoting achievement and aspiration for all.
- Work with colleagues to ensure we tackle educational disadvantage, ensuring nobody is left behind.
- Provide clear leadership to the on-going development of Camden Learning as a Company Director, working closely with the Chair of the Board and CEO.
- Ensure strategic leadership of our future vision for equity and excellence as set out in our Education Strategy. Creating a strong placed based, ambitious inclusive, and collaborative and federated system.
- Ensure an effective system of SEN, early years and lifelong learning is in place, and a system which is integrated with family and employment support across the directorate and Council.
- Ensure that strategies for keeping children safe embody a whole family, whole system approach, developing effective and enduring partnership working.

Person specification: skills and experience

A successful candidate will demonstrate:

- Ability to demonstrate successful achievement in context of leadership at Chief Officer level in a large, diverse organisation, either within local government or within a social care and/or learning context
- Evidence of successfully managing the development and delivery of large-scale change and operations.
- Experience of working effectively within a political environment providing balanced advice and guidance on strategic and operational issues.
- Evidence of managing sophisticated transformational change successfully in order to improve outcomes.
- Evidence of successful strategic and operational resource management including evidence of the resolution of conflicting priorities within tight financial constraints.
- Able to demonstrate success in forging partnerships with a wide range of internal and external bodies such as government, voluntary and community sector, other public sector bodies, businesses, inspectorates and other stakeholders.

Person specification: attributes and capabilities

A successful candidate will demonstrate the following attributes and capabilities:

Being real and present:

- Conscious individuals at their best (whatever is happening)
- Have a breadth of purpose beyond their own ends
- Vulnerable, curious and open

In partnership with all:

- Creating spaces for listening with full attention
- Having the difficult conversations
- Building deep trust and believing in others
- Sharing power – creating more leaders

Guided by purpose:

- Imaginative solutions
- In partnership with the community

Strategic thinking:

- Takes a long-term view
- Ambitious and innovative
- Visionary

Citizen focused:

- Demonstrates empathy and understanding for citizens and their needs
- Puts citizens at the forefront of thought / decision-making
- Is concerned / focused on quality

Judgement and decision-making;

- Acts on facts
- Is prepared and able to take tough decisions
- Risk awareness and ability to manage / mitigate risk

Person specification: the basics

A successful candidate will be able to demonstrate the following:

Education;

- Appropriate professional qualification

Financial management;

- Strong financial management skills

Equality & Diversity;

- A track record of promoting diversity and inclusion in the workplace and in the delivery of services

Health and Safety;

- Ability to promote health and safety at all times

Data / information management;

- Strong track record in information management, information sharing and datahandling in accordance with Data Protection legislation and best practice



EXECUTIVE DIRECTOR, CHILDREN AND LEARNING
LONDON BOROUGH OF CAMDEN
CAMDEN
UP TO £175,000



Camden is building somewhere everyone can thrive, by making our borough the best place to live, work, study and visit. Not only are we the home of the UK's fastest growing economy, we are home to the most important conversations happening today. We are making radical social change a reality, so that nobody gets left behind. We want to ensure that Camden's communities support good health, wellbeing and connection for everyone, so that they can start well, live well and age well. Help us to deliver a better future, for everyone within the borough.



THE ROLE

We are looking for an Executive Director who shares our vision to make Camden the best place to grow up. You will work creatively and compassionately, listening to the voices, ambitions and ideas of our children and young people – and putting them and their families at the heart of everything we do. A genuine collaborator, you will nurture our spirit of activism and continue our journey to create truly relational services through your leadership of Camden's outstanding children's workforce.

INFORMATION

Download the job description and links below to find out about the role.

- [DOWNLOAD](#)
- [USEFUL LINKS](#)
- [STRUCTURE CHART](#)

[PRIVACY & COOKIE POLICY](#)



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To love is to act.



Executive Director, Children and Learning Up to £175,000

Giving every child the best start in life

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For a confidential discussion please contact Penny Ransley (07549 233685) or Jo Boardman (07834 030501), our advisers at Starfish Search.

For further details please visit:
<https://starfishsearch.com/job-search/>

Closing date: 24th March 2023



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