

AUDIT AND CORPORATE GOVERNANCE (APPOINTMENT PANEL) SUB-COMMITTEE

**WEDNESDAY, 6 JANUARY 2021 AT 1.00 PM
REMOTE MEETING HELD VIA ZOOM**

*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.

Enquiries to: Donna Alexander-Morrison,
Committee Services

E-Mail: donna.alexander-
morrison@camden.gov.uk

Telephone: 020 7974 5319 (Text phone prefix 18001)

Fax No: 020 7974 5921

MEMBERS

Councillors Pat Callaghan (L), Sabrina Francis (L), Georgia Gould (L), Abdul Hai (L), Angela Mason (L), Oliver Lewis (L) and Tom Simon (LD)

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

Issued on: Thursday 24th December 2020

REMOTE MEETINGS IN CAMDEN

Everyone is welcome to watch public meetings in Camden. Agendas for these meetings are available in advance on the Council's website at www.camden.gov.uk/democracy. 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 Monday 4th January 2021**

The Council is allowed to discuss some items in private, although this does not happen often; any such items will be discussed, as far as possible, at the end of the meeting. The live meeting stream will be paused and public speakers will be asked to leave the remote meeting.

Members of the public have a right to take their own recordings of 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 a meeting.

You may be asked to stop filming, photographing or recording a meeting if this in some way becomes disruptive to the meeting.

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

REMOTE MEETING ETIQUETTE

Participants¹ in remote meetings are asked to adhere to the following guidelines:

Preparing for the meeting

- If you are planning to attend, make sure you have informed the committee officer named on the agenda front sheet, so that a full list of those expected at the meeting can be prepared.
- Ensure you have read the report(s) before the meeting.
- Ensure that you are located in an area where you are unlikely to be disturbed.
- Ensure that your broadband connection is sufficiently stable to join the meeting. If your connection has low bandwidth, you might need to ask others using your broadband connection to disconnect their devices from the broadband for the duration of the meeting. If this does not help, you may wish to try connecting your device to your router using an Ethernet cable.
- Ensure that your background is neutral (a blank wall is best) and that you are dressed appropriately for a meeting held in public.
- Ensure that the camera on the device that you are using is positioned to provide a clear, front-on view of your face. This may involve thinking about lighting in the room you are in (for example, sitting in front of a window may plunge your face into shadow) or putting your webcam, laptop or tablet on top of a couple of books so that you can look into the camera face on.
- Ensure that you are familiar with the functions of the software you are using. The committee officer will be online 15 minutes before the meeting start time to give everyone time to join and deal with any technical challenges, so try to join the meeting at least 5 minutes before the meeting start time to make sure that everything is working.
- Ideally, you should use earphones or a headset to participate in meetings as it reduces the risk of feedback from using your device's external speaker and reduces background noise from your surroundings.

At the meeting

- Join the meeting promptly to avoid unnecessary interruptions.
- Mute your microphone when you are not talking. If you are an officer or a depute, please turn off your video when not speaking in order to reduce bandwidth.
- Only speak when invited to do so by the Chair.
- When speaking for the first time, please state your name.
- Keep comments, questions and other contributions brief and to the point.

¹ Participants are defined as members of the committee; other councillors who seek to address the committee; officers advising the committee or presenting reports; any external partners / third-parties invited to address or advise the Committee; and deputees (including any member of the public with speaking rights).

- If referring to a specific page on the agenda, mention the page number.
- The 'chat' function must only be used by committee members to indicate a wish to speak, to indicate that they are having a connection issue or to make a request for a formal vote. It is not to be used for conversations and should be used in an appropriate and professional manner at all times.
- Once you no longer need to participate in the meeting, please leave the call; you can still watch via the public video stream if you wish. Once the Chair closes the meeting, all remaining participants should leave the call promptly.

Exempt or confidential items

Occasionally, the committee may need to go into closed session to consider information that is confidential or exempt from publication. If this happens, the committee will pass a resolution to that effect, the public feed will be cut and any participant who is not a member of the committee will be asked to leave the meeting. If you are asked to leave the meeting, please end your connection promptly. Any connections that are not ended promptly will be terminated by the committee officer.

ENDS

**AUDIT AND CORPORATE GOVERNANCE (APPOINTMENT PANEL)
SUB-COMMITTEE
6 JANUARY 2021**

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. GUIDANCE ON REMOTE MEETINGS HELD DURING THE
CORONAVIRUS NATIONAL EMERGENCY**

To agree the Council's procedure for remote meetings

(Pages
7 - 14)

3. APOLOGIES

**4. DECLARATIONS BY MEMBERS OF PECUNIARY, NON-
PECUNIARY AND OTHER INTERESTS IN RESPECT OF ITEMS ON
THIS AGENDA**

5. DEPUTATIONS (IF ANY)

6. ANNOUNCEMENTS (IF ANY)

**7. NOTIFICATION OF ANY ITEMS OF BUSINESS THAT THE CHAIR
DECIDES TO TAKE AS URGENT**

8. 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 Items 9 and 10 are 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 6th January 2021 during consideration of Items 9 and 10 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 Items 9 and 10 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.

9. DIRECTOR OF CHILDREN'S SAFEGUARDING AND SOCIAL WORK - RECRUITMENT PROCESS FINAL INTERVIEW

All Wards

Report of the Director of People and Inclusion

(Pages
15 - 24)

This report provides some background with regard to the general practice for the sub-committee in undertaking their role as the Chief Officer appointment panel for the Council. 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, as well as any results from the Assessment Centre. Members will consider the relevant application material and reports on the performance of candidates in any assessment exercises, together with performance of candidates in member panel interview in coming to a decision.

10. 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

Guidance on remote meetings held during the Coronavirus national emergency

The following procedure shall be adopted in relation to the conduct of all meetings of the Council and its various committees and sub-committees (to include Cabinet meetings and any other relevant bodies) which are held pursuant to the powers contained within The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authorities and Police and Crime Panel Meetings) (England and Wales) Regulations 2020 (“the Regulations”). In accordance with the Regulations the Council’s Standing Orders, while still applying, are for meetings held pursuant to these Regulations to be interpreted in light of those Regulations and this guidance note and adjusted accordingly.

A. System for conducting remote meetings

1. Camden will conduct remote meetings using Microsoft Teams (‘Teams’) using the calls functionality.
2. The remote meeting will be conducted via a Teams call, using both the audio and video functionality so all participants¹ in a remote meeting should be capable of being heard and seen. All decision-makers must maintain as a legal minimum an audio connection to the meeting, but may mute themselves when they are not speaking. It will not impact the lawfulness or otherwise of the meeting should a committee member not be able to see the other participants for any part of the meeting, nor if they be cannot be seen by other participants and / or the public. All participants will, as far as able, try to join the meeting using the Teams app or web browser and not via dialling into the meeting.
3. Unless a meeting is dealing with confidential items, it will be streamed to the public so that they may listen and watch (should video be available) but the public will not be able to participate unless section C14 below applies; these are meetings held in public via a digital connection, but are not public meetings.
4. The Chair will be provided with advice on procedure and meeting management by a committee officer and, for some meetings, a lawyer and other relevant officers.
5. Meetings will be streamed live as well as recorded, stored and uploaded to the Council’s website. The Council will aim to do this within 48 hours of the meeting finishing.
6. Minutes will be taken and published in the usual manner.
7. In line with existing standing orders, the ruling of the Chair on a point of order and on the construction or application of this guidance, procedure rules and standing orders shall not be challenged during any meeting, including any decision of the Chair to ask for contributors to be muted.

¹ Participants are defined as members of the committee; other councillors who seek to address the committee; officers advising the committee or presenting reports; any external partners / third-parties invited to address or advise the Committee; and deputees (including any member of the public with speaking rights).

B. Prior to the meeting

1. Agendas will be published on the [website](#) and via the modern.gov app, but no hard copies will be made available. Unless a matter is urgent, five clear working days will elapse from the publication of the agenda to the holding of the meeting. Committee members will, as usual, receive an automated email when the agenda is published online containing a link to the agenda. They will also be provided with contact details to use in the event that their connection to the meeting is cut (see section C8).
3. Committee members will be asked to specifically confirm to the clerk whether they will be attending the meeting remotely or not, at least 24 hours before the meeting, in order to assist the Chair and clerk in managing the meeting.
4. Councillors who are not members of the Committee will be asked to confirm by the deputation deadline their wish to address the Committee and on which items. Participation of non-Committee members will, as usual, be at the discretion of the Chair.

C. At the meeting

1. The committee officer will begin the remote meeting 15 minutes before the meeting start time to allow participants to join promptly and check their audio / video feeds are working.
2. At the beginning of the formal meeting, the Chair will confirm attendance by calling the name of each of those expected to be in attendance (section B2) and ask them to confirm that they are present, their role (voting member, guest member, advising officer or member of the public with speaking rights) and can hear proceedings. Any members who are acting as substitutes shall identify themselves as substitutes and say for whom they are substituting.
3. The usual rules as to numbers of members to create a quorum will apply, and presence in the meeting of a voting member or substitute will count towards the quorum.
4. The meeting will, as the first item of business on the agenda, note and agree the variations / interpretations of procedure rules as set out in this document. The meeting will then follow the published agenda as normal.
5. Any Member participating who declares an interest in any item of business which would normally require them to leave the room shall switch off their microphone and camera for the duration of the item so they cannot be heard or seen by the other participants. They should also refrain from sending any messages using the chat function during the item or do anything that may be reasonably perceived as trying to influence the debate. Any such action may be a breach of the Members' Code of Conduct. The relevant Member will still be able to see and hear the discussion and at the end of the item may switch their camera and microphone back on. The committee officer may use their ability to remotely switch microphones on and off to assist in this process.

Debate

6. Committee members will indicate their desire to speak by submitting their name using the "chat" function on Teams. This "chat" will not be minuted nor be a formal part or contribution to the meeting. All participants should refrain from using the chat for any

function other than indicating their wish to speak, indicating a loss of their audio feed (section C8) or to request a formal vote (section C21) and will be reminded about this at the outset of the meeting. Where a committee member has joined through dialling in, and therefore does not have access to the chat function, the Chair will at relevant points during items specifically invite those participants dialling-in to address the meeting or otherwise confirm they have no comments / questions.

7. When not speaking, participants will be asked to keep themselves muted. Officers may do this remotely to improve the audio quality of the meeting.

Interruptions to connections

8. If a Member's audio feed cuts out during the meeting they will:
 - a) If still connected to Teams, use the 'chat' function to advise immediately that they can no longer hear the other participants;
 - b) If they are unable to use the Teams 'chat' function, use the emergency contact details provided to alert the relevant officer (usually the committee officer) who will advise the Chair.
9. Where the Chair is notified of a committee member's audio feed failing they will immediately stop the meeting and call a short adjournment of up to 15 minutes to re-establish the connection. Where the connection is re-established, the Chair will ask relevant participants to repeat in summary any part of the discussion that is considered reasonably necessary to ensure committee members have been given the same information as each other.
10. If after the 15 minutes adjournment, the connection to the committee member cannot be re-established then the meeting will resume – so long as there is still a quorum – and the Member will be deemed as having left the meeting and will be unable to vote on the item. They may, if able, rejoin the meeting and participate on later items.
11. If the Chair is the member affected by the interrupted connection, the committee officer will adjourn the meeting in line with sections C9 – C10. Upon the resumption, if the Chair has been unable to rejoin the meeting, the Vice-Chair will assume the Chair. Where there is no Vice-Chair, the committee officer will conduct a vote for a committee member to temporarily assume the chair. The usual Chair may resume their role at the start of the next item if they have resumed their connection.
12. Where a loss of connection renders a meeting inquorate, the normal procedure rules on inquoracy will apply i.e. the meeting will stand adjourned for up to 15 minutes (or 30 minutes if the committee officer deems it likely that a quorum can be achieved in that time). If after this time, a quorum has not been found then the meeting will conclude and the business stand adjourned to the next meeting of the committee.
13. Where the Chair is advised that the public audio feed is not working to a satisfactory standard, then they shall adjourn the meeting as if it was inquorate under section C12 (unless the meeting is in private session).

Deputations and petitions

14. Procedure rules with regard to deputations and petitions apply. Should the Chair agree to hear a deputation, the depute will be issued with details on how to join the Teams meeting as a participant (which is separate to simply hearing / watching the meeting as an observer). Deputies will ordinarily require an email address to join the meeting.

15. Any person who would like to make a deputation, but cannot participate in the meeting due to technological barriers, may submit a written submission in lieu of a deputation.
16. Sections C9 – C10 will also apply to deputees, when the item under consideration is that on which they have asked to address the committee. The Chair may choose to move onto other items of business if considered appropriate, while the connection to the deputee is re-established.
17. Each deputation will be required to identify a single speaker for the purposes of section C16. Where the connection of another member of the deputation party is interrupted, the Chair will not ordinarily adjourn the meeting but will have the discretion to do so where considered appropriate.
18. At the point at which their deputation is to be heard, the committee officer will unmute the deputee's microphone so that they can address the meeting. Once the allotted time has expired they will be asked by the Chair to bring their remarks to a close and thereafter be muted. They may be asked to answer questions and will be muted and unmuted as appropriate.

Late papers

19. Late papers from deputees / third parties will not ordinarily be accepted, excepting that deputees may submit reasonable materials with their deputation requests. Officers may circulate late papers (including those supplied from third parties) where they consider it appropriate to do so, but will endeavour to do so no later than 48 hours before the meeting. Different rules for Planning and Licensing apply and are set out at sections D2 and E2 respectively.

Motions

20. Should any motions be moved, including amendments, they must be committed to writing and emailed to all committee members and the committee officer by the member moving the motion. The Chair will not allow consideration of the motion or amendment until and unless satisfied that all voting members have had sight of the document and until it has been seconded.

Voting

21. The Chair may, at their discretion, consider that there is an accord amongst committee members, and shall announce this to the meeting and not call for a formal vote. Should a committee member wish a formal vote to take place they should indicate this by way of the 'chat' function.
22. When the Chair elects to put a matter to the vote, they will ask the voting members of the committee to confirm that they were able to hear the item in full and to cast their vote on the recommendation(s) / motion. The chair will conduct a roll call in alphabetical order for each committee member to respond in turn.

Behaviour

23. The Chair will at their discretion be entitled to mute any contributors, including voting members, should they consider it appropriate. Should either a member or other participant become disruptive, the Chair will warn them and should that warning not

result in a change of behaviour which is acceptable to the Chair then they shall, at their absolute discretion, be entitled to terminate the individual's participation in the meeting.

D. Planning Committee

1. The above procedure rules shall apply unless superseded below. The Guidance Notes on Procedures for Planning Committee (which are published on every planning agenda) shall also apply but may be varied at the Chair's discretion and upon advice, in so far as is necessary and reasonable to in the context of a remote meeting.
2. As normal, an agenda will be published 5 clear working days before the meeting and a supplementary agenda will be published the working day before the meeting containing supplementary information, deputation requests and written submissions. Officers may submit late papers (including materials from third parties) after the supplementary agenda has been published where it is considered the information provided is material to the decision to be made; these will be published online and circulated via email to the Committee. The Chair will confirm these have been circulated at the start of the item and ensure committee members have been able to access them, to ensure all voting members have been provided with the same information and materials. A short adjournment may be called if needed to ensure committee members have read these. No other late / tabled papers will be permitted.
3. Given the quasi-judicial nature of the business, should the Chair be in any doubt as to whether a committee member was present for the whole of an item they will not allow that committee member to vote.

E. Licensing Committee, Licensing (Sexual Entertainment Venues) Sub-Committee, Licensing Panels

1. The above procedure rules shall apply unless superseded below. The Licensing procedures set out in the Constitution (which are published on every licensing agenda) shall also apply but may be varied at the Chair's discretion and upon advice, in so far as is necessary and reasonable in the context of a remote meeting.
2. As normal, an agenda will be published 5 clear working days before the meeting. Parties to a licensing hearing may submit further late materials no later than 7pm, two working days before the meeting is due to start. These will be published online and circulated to the committee members. At the start of the relevant item, after the officer's presentation, the Chair will confirm which late papers have been circulated and invite each group of parties (responsible authorities, interested parties, applicant; or applicant, interested parties, licence holder) to set out in up to 2 minutes why the papers should be accepted or not. The committee members will then decide whether to admit the papers – taking advice as needed from officers – and take any adjournment necessary to ensure all voting members have read them.
3. Licensing hearings do not take deputations. The applicant / licence holder / parties making representations instead declare their intention to address the Committee beforehand. They will be sent a notice of the hearing as normal and are required to return this by 7pm, 2 working days before the meeting. Where a party has not indicated their intention to speak by this time, they will be presumed to not be addressing the Committee. Reasonable attempts will be made to accommodate those submitting late notifications, but their participation will not be guaranteed.

4. In line with the above rules on deputations, it is stressed to applicants / licence holders/ parties making representations that they must identify a single speaker for the purposes of sections C16 – 17. This may be themselves or another nominated person. They may invite others to speak as part of their submissions, but the committee will not adjourn the meeting for a speaker who is not the identified single speaker for the party unless the Chair is persuaded that that the non-lead speaker has material information to impart to the committee.
5. Given the variety of licensing hearings, the working day before the relevant meeting is due to start, the clerk to the committee will send to all parties who have indicated their intention to speak a short note explaining the running order and any variations to the usual procedure.
6. Given the quasi-judicial nature of the business, should the Chair be in any doubt as to whether a committee member was present for the whole of an item they will not allow that committee member to vote.

F. Confidential/Exempt Items

1. Should the meeting have confidential or exempt items on the agenda, the Chair will move the usual motion to move into private session. This can be agreed by a general consensus of the voting members to the satisfaction of the Chair or by carrying out a roll call vote as outlined at C22.
2. The meeting shall then stand adjourned until the Chair is satisfied upon the advisement of the clerk, that the public live feed has paused and all participants not eligible to remain a part of the meeting have been removed as such. Each Member in remote attendance must ensure and verbally declare that there are no other persons present who are not entitled to be (either hearing or seeing), and/or recording the proceedings.
3. When resolving to move back into public session, the meeting shall again adjourn until the Chair is satisfied, upon the advisement of the clerk, that the public live feed has resumed and all eligible participants have had their audio / video feeds restored satisfactorily.

G. Equalities

1. It is recognised that that some persons who ordinarily would be able to participate in Council meetings in person will not be able to participate in remote meetings due to physical or other disability or because they lack the technological capability to do so. It is believed that this will only be a small minority of persons, but will likely disproportionately affect older persons and those of less financial means. We are aware that in terms of income those that fall within certain protected groups are statistically more likely to lack the means to have access to that equipment or the ability to use it. The Council is of the view that in passing the Regulations to permit remote meetings, the Government has both considered this impact and also set out the importance of holding council meetings during the coronavirus emergency. Therefore, having given its obligations under s149 Equality Act due regard it considers the public interest in public elected member decision resuming outweighs the impacts on any persons who may not be able to participate. It is also mindful of the current statutory prohibition on public gatherings when alternative means are available and it considers that the regulations allowing remote decision making is such an alternative which should be used.

2. Where there is the functionality to dial into a meeting instead of joining via the Internet, the Council will support this as far as possible in line with the procedures set out above.
3. As per C15, any party who cannot make a deputation for technical reasons will be permitted to submit a written submission in lieu of a deputation.
4. Teams has live captions functionality for remote meetings for the deaf / hard of hearing, which users can independently turn on; guidance on how to do so will be provided. The Council cannot accept any liability for the accuracy of these live captions.
5. The Council will consider any other requests for reasonable adjustments to be made in order to allow parties to be involved in remote Council meetings as far as circumstances at the time of the meeting allows.
6. In addition the Council will review and monitor the operation of its remote decision making and make adjustments when it considers it can further mitigate any adverse impact.

ENDS

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LONDON BOROUGH OF CAMDEN	WARDS: All
REPORT TITLE Director of Children’s Safeguarding and Social Work – Recruitment process: Member Panel Interviews	
REPORT OF Director of People and Inclusion	
FOR SUBMISSION TO Audit and Corporate Governance (Appointment Panel) Sub-Committee	DATE 6 th January 2021
<p>SUMMARY OF REPORT</p> <p>This report provides some background with regard to the general practice for the sub-committee in undertaking their role as the Chief Officer appointment panel for the Council. 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, as well as any results from the Assessment Centre. Members will consider the relevant application material and reports on the performance of candidates in any assessment exercises, together with performance of candidates in member panel interview in coming to a decision.</p> <p>Local Government Act 1972 – Access to Information</p> <p>The following documents have been used in the preparation of this report:</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>	

- (1) Notes the process for appointment to the post Director of Children's Safeguarding and Social Work and the details of the job description and personal specification;
- (2) Interviews the shortlisted candidates and if it considers it appropriate make an offer of appointment to the position of Director of Children's Safeguarding and Social Work, subject to there being no well-founded objection by any member of the Cabinet and subject to full references and pre-employment checks including DBS clearance where appropriate.
- (3) In accordance with the Council's Pay Policy Statement approve which part of the target salary range the successful candidate should be recruited on subject to full references and pre-employment checks including DBS clearance where appropriate.

Local Government Act 1972 – Access to Information

The candidate reports which have been supplied to members separately 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: 22nd December 2020

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. 'Shortlisting' of candidates was undertaken by the Appointments Sub-Committee/officers on **11th December 2020**.
- 1.3. This report sets out the process for appointment to the position of Director of Children's Safeguarding and Social Work. The application and CV's of the candidates and any results from the Assessment Centre will be provided separately to members by HR being documents exempt from disclosure and strictly confidential.
- 1.4. This information will support the Sub-Committee in interviewing candidates, and if they consider it appropriate making 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. Process for appointment

- 2.1. The Panel will be advised by the Director of People and Inclusion.
- 2.2. The Council wants to attract the best candidates and, to achieve this, a broad range of channels are used. Vacancies are published on the Council's website and additional channels, such as social media, are used depending on the job. It is recognised that a 'one size fits all' approach doesn't always work so additional methods are used as well as traditional advertising of jobs in newspapers, publications or online job boards. The Council will seek to employ candidates who display the attitudes, skills and behaviours that are best fit to work for Camden and the Director of People and Inclusion will be available to advise members of the appropriate method for doing this during the process.
- 2.3. 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, BME 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.
- 2.4. To ensure that the Chief Officer 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

Finance have been consulted on this appointment and the salary costs will be met from within existing budget provision.

4. Legal Comments of the Borough Solicitor

- 3.1 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.
- 3.2 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.
- 3.3 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".
- 3.4 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.
- 3.5 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.

5. Appendices

At Appendix 1 Members will find the job advert, and job description. Separately, and from HR, Members will have received the confidential candidate CV's, application forms and results from the Assessment Centre as applicable.

REPORT ENDS

London Borough of Camden

Director of Children’s Safeguarding and Social Work



Page 19

An exciting vacancy for an ambitious children’s safeguarding director who wants to be at the forefront of pioneering good practice is being sought by the London Borough of Camden.

The borough is home to some of the most innovative and creative organisations in the country but also has some of its poorest communities and areas of ingrained inequalities. It contains both leafy residential streets and inner city estates with a highly diverse population.

Following the imminent retirement of the current post-holder the council is now looking for a Director of Children’s Safeguarding and Social Work whose brief will include safeguarding children, corporate parenting, care leavers, and leading for the council on domestic abuse.

In the words of Martin Pratt, Executive Director, Supporting People and Deputy Chief Executive: ‘This is a council that is full of passion and energy. We are looking for a director with an appetite for innovation and who wants to be at the forefront of developing good practice,

not simply following the curve. We have a very stable leadership team with strong member support.’

The next director will find firm foundations on which to build. The children’s service is highly respected by its peers and supports other councils through sector-led improvement with the Department for Education’s Partners in Practice programme. Unusually the council has maintained low rates of children in care for the last five years thanks to its strategy of early intervention through its Resilient Families Programme. Some 30% of the



Martin Pratt, Executive Director, Supporting People and Deputy Chief Executive Camden LBC

council’s looked-after children are unaccompanied asylum seekers while 49% of the children in the Borough are from black or minority ethnic backgrounds.

Martin adds: ‘We started the strategy early, invested in a clear plan and the investment paid off. We haven’t overspent on children’s services in five years even though we’re not over-resourced by any means. We’ve been able to create a virtuous cycle of putting money back into early intervention.’ There is a strong partnership with schools and the NHS and the whole system is orientated towards early intervention with children and families having access to high quality support before statutory social work involvement.

In 2017 Ofsted reviewed the council and rated its leadership, management and governance as ‘outstanding’ with a ‘good’ for children who need help and protection and ‘good’ for children in care and achieving permanence. The council’s aim is to have ‘outstanding’ across the board. The report added: ‘The director of children’s services and the leadership team have formed

a dynamic, professionally fertile environment for social workers at all levels of experience to engage with children and families.’

The director will have a pivotal role in leading high quality systemic practice and championing the council’s work as corporate parents

The service has its challenges such as working with young people who are in danger of being criminally exploited by gangs. There are rising numbers of domestic abuse cases which have become more complex under COVID-19. But Ofsted’s 2017 report commented: ‘Children who go missing and are, or are likely to be, at risk of sexual exploitation, serious youth violence or gang affiliation are protected through highly effective multiagency strategic arrangements. This results in flexible, nimble operational frontline responses. Intelligence is quickly gathered and analysed, and the information is

shared across a broad spectrum of services.’

The director will have a pivotal role in leading high quality systemic practice and championing the council’s work as corporate parents. Martin Pratt says: ‘The person will also be an influential corporate leader. However, she or he will be starting to do this work as we meet the needs of children, families, and communities in a time of pandemic, and as we challenge ourselves to renew our practice in light the stark inequalities which have been thrown into sharp relief by both COVID-19 and the challenge to do better from Black Lives Matter. For us this role is not just about social work, but social justice.’ The council is keen to hear from a diverse field of candidates especially black and minority ethnic social work professionals.

Martin says that Camden’s mission is to be ‘a place where everyone has a chance to succeed, no one is left behind, and everyone has a voice.’ He adds that ‘our Children’s Services reflect this mission and the unique character of the place; ambitious, innovative, and compassionate.’ ■



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Job of the Week



Director of Children’s Safeguarding & Social Work

Circa £115K

Camden is an amazing place; vibrant, diverse, radical, and ambitious. It is home to some of the most innovative and creative organisations in the country but also has some of the poorest communities and profound inequalities. We are therefore determined that Camden should be “a place where everyone has a chance to succeed, no one is left behind, and everyone has a voice”. Our Children’s Services reflect this mission and the unique character of the place; ambitious, innovative, and compassionate.

As Director of Children’s safeguarding and Social Work you will have a pivotal role in leading high-quality systemic practice and championing our work as corporate parents. You will also be an influential corporate leader.

Through our “Camden Conversations” we place the lived experience of children, young people, and parents at the heart of both service design and our service values; through the Resilient Families programme and strong partnerships we have shifted the centre of gravity of the whole system towards prevention and early intervention, and in the Camden Model of Social Work we have an established and exciting practice framework. For us this role is not just about Social Work, but social justice.

We encourage you to visit our microsite <https://search.green-park.co.uk/iamcamden-dcs/> and speak to our search partners Green Park

Ben Parsonage – ben.parsonage@green-park.co.uk 07979 544851



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Job outline - Director of Children's Safeguarding and Social Work

Tier 1: Director of Children's Safeguarding & Social Work job specific accountabilities

- Provide strategic leadership and professional expertise to ensure Camden is able to keep children safe from harm, focusing on stepping down where possible, build resilience and are able to act quickly and decisively when needed.
- Work with colleagues and Members across the Council to support them in ensuring all our work and services contribute to keeping children safe.
- Ensure that strategies for keeping children safe embody a whole family, whole system approach, developing effective and enduring partnership working.
- Provide strategic and expert leadership to the implementation of The Camden model of social work and approach to building resilient families.
- Lead the Council's work to be an outstanding Corporate Parent to Looked After Children & Care Leavers
- Provide excellent fostering and adoption services, ensuring all children have the best possible chance to succeed and are placed in a safe environment
- Provide Quality Assurance and audit expertise and capacity to ensure safety and high standards of frontline social work practice.

This role is responsible for the following services:

- Children in Need
- Children's Quality Assurance
- Looked After Children
- Head of Children's Care Provision
- MOSAIC

Supporting People

Supporting People Directorate: summary of directorate purpose

The 'Supporting People' directorate has ultimate responsibility for the people related outcomes and provides support for children, young people, adults and families who are in need; this includes ensuring that children and vulnerable adults are kept safe. It has a strong focus on intervening early to prevent problems escalating as well as having a major contribution to 'prevention' and ensuring individuals and families are supported to overcome disadvantages, are resilient, living healthily and independently wherever possible. Giving children and young people the best possible start in life is a major component of this. Close working with partners and integrated working will be critical. There is a strong voice and focus on children, families, and vulnerable adults.

TIER 2

Leadership Family Summary:

The Leadership family includes those employees whose primary activity is determining the strategic direction of the organisation and leading on the policies, activities and service improvements required to deliver the strategy. Employees in this family have progressed to a level in the organisation that is beyond the top of their original professional discipline. They operate at a directorate, divisional or service level, beyond the level of the specialist or technical team. They are required to think at a conceptual level and to own and implement the corporate strategy.

Tier 2 job summary [common to all Tier 2 jobs]:

These are chief officer jobs accountable for the achievement of designated priorities and outcomes, within agreed resource constraints. This will involve the development and delivery of medium term, outcome focused strategies for groups of services. These jobs contribute to leading the organisation, including specific accountability for designated services, ensuring a responsive, resident focused way of working through our systems and processes. They will ensure that services and activities across the council and with partners are closely integrated and joined up to better achieve outcomes efficiently as well as improve residents' experiences. They reach outside the council to ensure strong partnership working and service integration where appropriate. They support and advise the council on strategic and significant operational matters. They ensure strong achievement and improvement in the delivery of outcomes through effective performance and risk management including in the use of resources. They may ensure that our legal and other duties are fulfilled.

Tier 2 common accountabilities: you have specific responsibility for an area of focus within a designated directorate as well as corporate responsibilities as follows

- Advise the Tier 1 post-holder(s), Council and Members on all aspects of the services the post holder is responsible for and support the administration in the delivery of its priorities, with a particular focus on the services the post-holder is accountable for / has strong links to.
- Undertake the development of evidence based and innovative strategies that will ensure the achievement of planned outcomes.
- Lead the creation of system conditions, mechanisms and processes to ensure a strong and effective voice for residents and service users in the shaping and improvement of services and strategies.
- Ensure that all systems and processes are designed for residents and service users, have clear purpose and are designed as effective as possible thereby minimising the cost of wasted effort.
- Contribute to the leadership of the organisation, ensuring a high calibre, motivated and effective workforce. Ensure the embedding of a digitally focussed, agile way of working with staff embodying the Camden Way.

- Ensure that the work of services is high quality and achieves its objectives, by effective performance and risk management. Including strong financial management both operational and strategic.
- Represent the Council by promoting its image and reputation on a national and London wide stage, helping to influence national and regional policies and strategies in the post-holders area of focus.
- Lead by example in championing and furthering equality and diversity within the workplace and in the delivery of our services.

Tier 2: how does this role differ from a tier 1 or tier 3 role

- Significant input to the strategic direction and business plans for the Directorate.
- Co-ordination and integration of a number of sub-functions. Planning over 1 to 2 years.
- Only broad objectives available as guidance.
- Need to establish the plan, priorities and processes needed to resolve the problem.
- Direct impact on a very large area of the Council's operations or an indirect impact over a major part of the Council.

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