

LONDON BOROUGH OF CAMDEN	WARDS: All
REPORT TITLE Director of Strategy and Design – Recruitment process: Appointment Recommendation	
REPORT OF Director of People & Inclusion	
FOR SUBMISSION TO Audit and Corporate Governance (Appointment Panel) Sub-Committee	DATE 24 th January 2022
<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 appointing candidates for Chief Officer positions, in this instance with regard to a permanent appointment to the role of Director of Strategy and Design. 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 additional information on the recommended candidate.</p> <p>Local Government Act 1972 – Access to Information 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 background to the establishment of the post of Director of Strategy and Design and the previous Member decision to appoint for a 12-18 month period. (2) Consider the appointment recommendation and make a decision whether to appoint the current incumbent permanently to the role. (3) In accordance with the Council’s Pay Policy Statement approve the recommendation that the employee appointed continues on their current Chief Officer salary. This will be reviewed in line with the standard annual pay review process. 	

Local Government Act 1972 – Access to Information

The additional information on the recommended candidate is 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:

A handwritten signature in cursive script, appearing to read 'J Brown', written in black ink.

Joanna Brown
Director of People and Inclusion

Date: 12th January 2022

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 offering permanent appointments to all posts at Chief Officer level.
- 1.2 This report sets out the background to the establishment of a new Chief Officer role of Director of Corporate Strategy and Policy Design and the decision to appointment for a period of 12-18 months. A recommendation to appoint permanently to the role is made on the basis of the current contractual arrangements, remit and experience of the officer recommended. Additional papers will be provided in an exempt from disclosure report directly by HR.
- 1.3 The job profile for the role of Director of Corporate Strategy and Policy Design is attached at Appendix A.
- 1.4 The role was initially established as the Director of Corporate Strategy and Policy Design. It has since been decided that the job title should be Director of Strategy and Design to reflect the wider remit of the role.

2. Director of Corporate Strategy and Policy Design - Background to the role

- 2.1. At an Audit and Corporate Governance (Appointment panel) Sub-Committee in October 2020 Members decided to appoint to the newly established role of Director of Corporate Strategy and Policy Design on a 12 month basis, with delegated authority being given to the Chief Executive to extend this period by a further 6 months at her discretion.
- 2.2. The role was initially intended for a period of 12-18 months and hence the appointment was made on that basis on a fixed-term contract.
- 2.3. Members will recall the basis for establishing the role was prompted following reflection upon the feedback from the peer review and how best the Council is able to deliver for citizens and communities going forward, particularly in light of the Covid pandemic.
- 2.4. To continue to challenge the status quo and move at pace and scale, the Council needs a strong corporate services function which can support and drive change for the Council.
- 2.5. Part of achieving a strong corporate services function is recognising the importance of corporate strategy and policy design and ensuring that this aligns with our emerging priorities as we explore what renewal and recovery means for us. Whilst undoubtedly, continuing to develop an approach that is human-centred, focused on relationships, and closer to the community it serves than ever before.
- 2.6 Scope of the Director of Strategy and Design:
 - The Director of Strategy and Design supports the Council to deliver its powerful vision to create a truly modern Council that delivers for residents and tackles inequality. A Council which at its core is human-centred, focused

on relationships, is closer to the community it serves than ever before and is capable of matching the pace and energy of Camden's citizens.

- It does so by supporting the Council to be ever more intentional about what we do and how we do it. First and foremost this role will oversee our corporate strategy and policy design. It supports the organisation to develop our future strategy, evolving the Camden 2025 vision aligned to the organisation's priorities.
- The role leads on organisational policy and service design and development, fully conversant with latest innovations and thinking and acting as a disruptive thinker to the organisation to drive change and improvement. It informs and support the corporate prioritisation process in a way which will enable the organisation to deliver our goals and objectives.
- It works closely with elected members and senior leaders across the organisation to do all of this and has a critical relationship with directorate strategy teams and other key functions.

3. Background to the Fixed-Term Appointment

- 3.1 In October 2020 Members agreed to appoint the current incumbent on a fixed term contract following an internal recruitment process and Member interview.

4. Need for the Role to be Made Permanent

- 4.1. It was anticipated that this role would be established for a 12-18 month period to provide the level of leadership and focus at that time. The role was established in the Autumn of 2020 at a critical time to ensure the Council's leadership resource and ability to respond to the on-going pandemic crisis and shape the policy landscape of recovery and renewal. This followed a period of over 12 months when the previous roles of Director of Corporate Strategy and the Director of Corporate Programmes had not been filled. The establishment of the role on a fixed term basis was to allow the role to cover the critical priorities whilst considering the ongoing leadership for strategy and design for the Council.
- 4.2 Over the past 15 months the Director of Strategy and Design has led on the following key achievements:
- Bringing together the new Strategy and Design service and driving work to establish a wider design-community in Camden (across policy, digital, and organisational development) that will bring in new skills and capability to ensure we are able to solve complex problems with residents and partners in the long-term
 - Driving forward the re-refresh of Camden 2025 and Our Camden Plan, building on the We Make Camden summit in November, with a timeline of March for formal decision-making on the strategy
 - Mobilising the Medium Term Financial Strategy (MTFS) process, ensuring synergy with re-refresh of Camden 2025 and Our Camden Plan

- Delivering a successful Renewal Commission and subsequent Cabinet process which places Camden at the forefront of participatory, mission-based approaches to social and economic change, influencing the GLA's (Greater London Authority) approach to renewal and wider thinking in the sector as well as informing the re-refresh of Camden 2025
- Stewarding the second stage of the Peer Review process and steering a course to a successful Cabinet decision in December
- Following the Renewal Commission, working with the Director of Economy, Regeneration and Investment to develop around the Community Wealth Fund to strategic business case stage, providing credible ways of funding missions-activity and creating additional resources and opportunity for co-investment with partners

4.2 The initial priorities for the role going forward are summarised below:

- Utilising the re-refresh and work on our accountability and insights approach to give a stronger understanding of impact we are having as an organisation and driving more effective performance framework in line with Peer Review recommendations
- Developing a single work programme for Camden's design community and driving value for the residents and staff on a series of proof of concept projects, including debt, transitional safeguarding and housing allocations, Camden.gov.uk
- Developing roadmaps and supporting the organisation to progress the Camden challenges, developed through the re-refresh of Camden 2025, as well as progressing the renewal missions
- Delivering a successful MTFS process, strongly linked to Member priorities and Camden 2025, by December 2022

4.2 The impact of the work undertaken by this role over the past 15 months has demonstrated the need for ongoing leadership in this role to ensure we are able to solve complex problems with residents and partners in the long-term, resulting in the decision to make this role permanent.

4. Appointment Proposal

4.1 On this occasion, the Chief Executive and Head of Paid Service is recommending to Members that they appoint the current incumbent on a permanent basis.

4.2 To make a permanent appointment to a Chief Officer role we would ordinarily search the market and fill the role through the external recruitment process which would incur recruitment costs of circa £20,000. We have done this on many occasions – and we are currently undertaking this process to fill our Director of Housing role.

4.3 Due to the previous decision to appoint to this role on a fixed term basis we are in a more unusual situation in determining how to appoint to this role permanently. The current incumbent has certain protections under employment legislation. As the role of Director of Strategy and Design is continuing they

have a right to continue in that role as there would be no sound reason for dismissal.

- 4.4 The current incumbent has made a significant impact in this role as evidenced by the achievements listed above. They continue to perform well and there is no basis for them to be removed from the role as it is continuing.
- 4.5 Appointing the internal candidate to the role in this way is an approach which we have taken from time to time in exceptional circumstances. Whilst this approach is not used very often, it can have a number of benefits : Recruiting Chief Officers is not easy to get right even where time and attention is applied in order to appropriately assess an 'untested' candidate's suitability for the role. This approach also gives a very positive message about the Council's commitment to 'growing its own' senior managers from an internal population.
- 4.6 The recommendation that the internal candidate is the only candidate considered for this role would be in keeping with past practice under exceptional circumstances of the type which apply in this instance. The employee has already been actively working in this role and there has been a high level of confidence in the post holder, such that an external recruitment process would seem artificial. There is no other role for the employee to undertake at a similar level and they are entitled to continue in the role they currently hold now that it is being made permanent.
- 4.7 In accordance with the Council's Pay Policy Statement it is recommended that the employee appointed continues on their current Chief Officer salary. This will be reviewed in line with the standard annual pay review process.
- 4.8 Additional background on the candidate, will be provided in a separate report directly from HR.

5. Finance Comments of the Executive Director Corporate Services

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

6. Legal Comments of the Borough Solicitor

- 6.1 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.
- 6.2 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.
- 6.3 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".

- 6.4 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.
- 6.5 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 councils 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.

7. **Appendices**

- a) Job outline and person specification

REPORT ENDS