

COMMITTEE REF:

AP/11/19

Luton

***Please note start time of meeting**

NOTICE OF MEETING

COMMITTEE : APPOINTMENTS PANEL

DATE : WEDNESDAY 6TH NOVEMBER 2019

TIME : 6:00 PM

PLACE : COMMITTEE ROOM 1

**COUNCILLORS: AGBLEY
CASTLEMAN
KEENS
SHAW**


QUORUM : 3 MEMBERS

INFORMATION FOR THE PUBLIC


PURPOSE: The Appointments Panel deals with the appointment of Chief Officers and JNC related posts.


This meeting is open to the public and you are welcome to attend. For many meetings of this Panel, by nature of the business to be transacted, the public will be excluded after a resolution to exclude the public and press has been dealt with.

For further information, or to see the papers, please contact us at the Town Hall:

 **IN PERSON**, 9am to 5pm, Monday to Friday, or

 **CALL** Democratic and Member Services on 01582 546038

An induction loop  facility is available for meetings held in Committee Room 3.

Arrangements can be made for access to meetings for  disabled people.

If you would like us to arrange this for you, please call us on 546038

AGENDA

Page(s)

- 1. ELECTION OF CHAIR**
- 2. APOLOGIES FOR ABSENCE**
- 3. DISCLOSURES OF INTERESTS**

Members are reminded that they must disclose both the existence and the nature of any personal interest that they have in any matter to be considered at this meeting.

A Member with a personal interest in any matter to be considered at this meeting will also have a prejudicial interest in that matter if the interest is one which a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice the Member's judgement of the public interest. A Member who has a prejudicial interest must withdraw from the meeting room unless (s)he has obtained a dispensation from the Council's Standards Committee.

- 4. URGENT BUSINESS**

The Chair to report on any business which is considered to be urgent and which should be discussed at the meeting in accordance with Section 100B (4)(b) of the Local Government Act 1972 and to determine when, during the meeting, any such business should be discussed.

- 5. APPOINTMENT TO THE POSTS OF SERVICE
DIRECTOR, HOUSING**
(Report of the HR Recruitment Manager)

6/1 – 6/15

- 6. LOCAL GOVERNMENT ACT 1972, PART VA**

To consider whether to pass a resolution under Section 100 A (4) of the Local Government Act 1972 to exclude the public from the meeting during consideration of the following item as it is likely that if members of the public were present during consideration of that item there would be disclosure to them of exempt information falling within Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972.

Contact Officer: Debbie Janes

Direct Line: (01582) 546038

COMMITTEE: APPOINTMENTS PANEL

DATE:

**SUBJECT: APPOINTMENT OF SERVICE DIRECTOR
HOUSING**

REPORT BY: RECRUITMENT & DBS MANAGER

CONTACT OFFICER: HELEN DAVEY 547030

IMPLICATIONS:

LEGAL	✓	COMMUNITY SAFETY
EQUALITIES		ENVIRONMENT
FINANCIAL	✓	CONSULTATIONS
STAFFING	✓	OTHER

WARDS AFFECTED: NONE

PURPOSE

1. This report seeks the approval to appoint to the post of Service Director Housing and to utilise the services of Penna to facilitate the selection process.

RECOMMENDATION(S)

2. Appointments Panel is recommended to:-
 - (i) approve the appointment of and selection process for the Service Director Housing,
 - (ii) approve the use of Penna to search and select candidates for the long and short list and final interview stages (it is recommended that the long and shortlist meetings be merged in to one meeting for speed of process).

- (iii) **approve the draft timetable.**

BACKGROUND

3. The current incumbent Patrick Odling-Smee has tendered his resignation and left the council on the 6th October. An Interim has been appointed to cover whilst the permanent recruitment takes place.

A mini tender process has been completed by Guidant and the Recruitment & DBS Manager. Penna were the only Consultancy to bid but they clearly demonstrated experience in recruiting to similar roles and offered value for money.

REPORT

4. The Appointments Panel is asked to approve the selection process to appoint a permanent Service Director Housing.
5. The Appointments Panel is also asked to approve the use of the Council's preferred supplier, Penna for executive search and select to undertake a recruitment campaign that will lead to a successful appointment of the Service Director Housing.

PROPOSAL / OPTION

6. The Appointments Panel is asked to approve the recommendations in the report.

STAFFING IMPLICATIONS

7. The selection of executive search agency can have a significant impact on the Council's ability successfully to recruit the right person for the job.

FINANCIAL IMPLICATIONS

8. Executive search is thought to be cost effective in terms of attracting and securing the right person for the job. Every effort will be made to keep costs to a minimum. The costs will be met by the departmental budget. The cost for the search and selection £12,950 (I have negotiated a discount of £1,550 on the usual price) plus assessment and advertising costs. Other costs such as venue and refreshments will be kept to a minimum as always. Agreed by Dev Gopal on 28th October 2019
- 9.

LEGAL IMPLICATIONS

11. This is a Chief Officer appointment, which under the Council's Constitution falls within the remit of the Council's Appointments Panel. The appointment should be made on merit in accordance with section 7 Local Government and Housing Act 1989. Agreed by Raj Popat Principal Solicitor on 28th October 2019.

APPENDICES

12. The following Appendices are attached to this report:

Appendix A - Job Description and Person Specification
Appendix B – Draft Timetable

LIST OF BACKGROUND PAPERS **LOCAL GOVERNMENT ACT 1972, SECTION 100D**

13. There are no background papers relating to this report.

Appendix A

JOB DESCRIPTION

TITLE: Service Director, Housing

POST NO:

DEPARTMENT: Customer & Commercial

RESPONSIBLE TO: Corporate Director

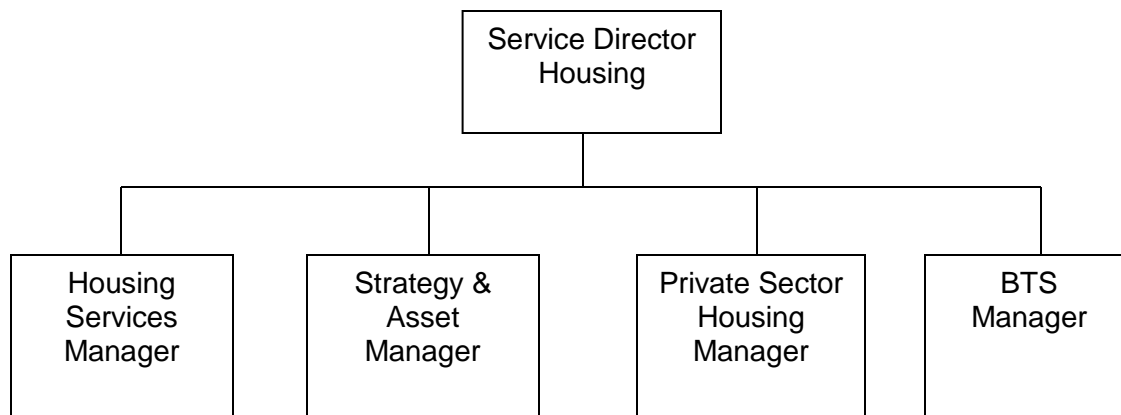
GRADE: SD1

MISSION: The needs of Luton's people will be first in everything we do.

PORTFOLIO:

- Housing Services
- BTS
- Strategy & Assets
- Private Sector Housing

ORGANISATION CHART:



KEY ROLE OF LUTON SERVICE DIRECTOR

Leader:

As a member of Luton Borough Council's Senior Management Team you are responsible for the visible leadership of the Council's staff, with particular focus on those areas under your direct control. You will contribute to the delivery of the Council's objectives through your systems and thought leadership, acting at all times in an exemplary fashion consistent with the Council's core values and ethos.

Management:

As a member of Luton Borough Council's Senior Management Team you are responsible for the active management of resources assigned to you, ensuring that at all times you manage the people, finance and assets under your control consistent with the expeditious delivery of the Council's Corporate Plan, and with delivery of best value for the residents of Luton.

Performance:

As a member of Luton Borough Council's Senior Management Team, you are to relentlessly drive performance within the areas under your direct control, to deliver optimum balance between performance, quality, cost and productivity consistent with the Council's agreed performance standards and Corporate Plan.

KEY OBJECTIVES:

To support the Corporate Management Team and the Council in formulating and delivering the Borough Council's strategic policy agenda for fulfilling its Community leadership role.

To provide the leadership and vision for the activities as defined in that attached portfolio and deliver service outcomes. Motivate staff to deliver high levels of performance and to develop their full potential.

Advise the Corporate Director, Executive and Council on all aspects of the services the post holder is responsible for and support the administration in the delivery of its priorities.

From time to time, the areas under your direct control may vary on a temporary or permanent basis. When this occurs, the relative job size will remain within the parameters of the grade for your role, as assessed through the Council's job evaluation scheme for Service Directors/Corporate Directors. Any changes will be subject to consultation with you, in the usual way and in line with the Council's constitution for appointment to Service Director / Corporate Director roles. In addition any changes must comply with statutory requirements for the role.

To commission the delivery of integrated, accessible, high quality services to local people and to bring about continuous improvement

year on year.

To act as a champion and lead on one or more specified themes within the Council's Corporate Plan, to ensure their development across all aspects of the Council's services.

As required, to work in partnership with Elected Members and a variety of stakeholders to secure joined up working and look after local interests.

To act as an "ambassador" for and to promote the Council locally, regionally and nationally.

To ensure the Council meets its statutory obligations and that the highest standards of probity and good conduct are maintained at all times.

KEY ACCOUNTABILITIES

Strategic Management

To make an active and positive contribution to the Council's strategic plans and policies, as well as to the process of implementing cultural change and organisational development and facilitate the creation of a common purpose across the organisation, by working across cross cutting areas collaboratively as a member of the Senior Management team.

To take collective and strategic responsibility for ensuring that the Council's decisions and policies are implemented.

To implement the Council's modernisation agenda, by providing support at all levels and by promoting the active participation of local people in the Council's affairs.

To seek innovative and creative solutions to meeting the Council's need to bring about change and improvement within finite resources.

To promote equality of opportunity and access in service delivery and in the employment of staff.

To communicate the Borough's vision, the Council's mission, priorities, objectives, and processes effectively, both internally to staff and externally to partners, agencies and the public.

To lead by example by promoting at all times the Council's ethos and values.

Service, Quality and Performance Management

To ensure a strong vision for the service areas under your control which delivers ambitious, innovative and forward thinking approaches. Ensure the work of services is high quality and achieves its objectives, by effective performance and risk management, and strong operational and strategic financial management.

To ensure the formulation, implementation, monitoring and evidence based evaluation of statutory and non-statutory service and business plans for each of your service areas, developing innovative strategies that will ensure the achievement of planned outcomes. Identify, analyse and respond to changing trends, patterns of demand and performance issues, as required.

To ensure that service delivery and planning takes account of, and is benchmarked against, national and local performance indicators and contributes to the objectives and targets set out in the Council's Corporate Plan and your Service Plan.

Ensure the embedding of a digital focus applied across the whole of the way we work, in service plans and outcomes.

To put in place effective arrangements for agreeing personal targets for all staff within your service area and for regularly appraising and reporting on their performance as required by the Council's Personal Performance Appraisal (PPA).

Contribute to the leadership of the organisation, ensuring a high calibre, motivated and effective and empowered workforce, and one that is nurturing the leaders of the future. Acknowledge good performance and tackle poor performance positively and effectively.

To identify and provide opportunities for meeting the professional development needs of senior managers within the Directorate.

To be accountable for personal performance, through meeting agreed personal targets and through undertaking planned programmes of professional development.

To be accountable for ensuring the highest standards of health and safety across the Council and, more specifically, within areas under your direct control.

Resource Management

To regularly review and evaluate the resource requirements of your services, in terms of both maintaining essential service delivery and proactively bringing about improvement, development and efficiency.

To ensure the efficient and imaginative management of all resources within budget (staff, finance, property and information), in support of the Council's agreed targets for service delivery, outcomes and improvement for cost reduction and service efficiency.

To demonstrate an entrepreneurial approach to identifying and pursuing as appropriate, all additional sources of funding or other resources, which could be used to augment those provided by the Council, ensuring that any special accounting or evaluation requirements involved are complied with, and are fully compliant with the Council's financial regulations.

To work closely with other agencies and partners to improve the impact of the way in which budgets are spent and resources are allocated.

Represent the Council by promoting its image and reputation on a National and Regional stage, helping to influence national and regional policies and strategies in the post holders' area and across the Council areas.

Lead by example in championing and furthering equality and diversity within the workplace and in the delivery of service outcomes.

Partnership Working and Communication

To develop and maintain the wider networks and partnerships the Council needs to deliver its community leadership.

To actively foster and develop positive relationships with all local agencies and partners, including the voluntary sector and local business, as well as with other statutory bodies at regional and national levels.

To develop and implement effective arrangements for formal consultation, with local agencies and partners and with the public, on service planning and delivery issues to ensure a strong and effective voice for residents and service users in the shaping and improvement of services and strategies.

To contribute to the Council's Corporate Communication Strategy, which includes maintaining positive relationships with the media, dealing with and responding to enquiries and taking advantage of public relations and media opportunities as appropriate.

PRINCIPAL SPECIFIC RESPONSIBILITIES:

ANNEX A:

- **Housing Services**
- **BTS**
- **Strategy & Assets**

- **Private Sector Housing**

- Act as the Council's lead advisor on the development, provision and management of housing in Luton also covering the Council's owned social housing and private sector housing
- Responsible for determining, assessing and administering housing needs.
- Responsible for the development and delivery of the Council's Housing Strategy and associated strategies.
- Responsible for effectively managing the Housing Revenue Account within the parameters of the 30 year HRA Business Plan and Annual Full Council approved budgets.
- Responsible for identifying innovative methods to transform the Directorate to deliver best in class performance for both HRA and General Fund housing services.
- Responsible for effectively involving tenants and leaseholders including the Tenant Advisory Board and Service Area Panels in delivering high quality customer-focussed services
- Responsible for a strategic approach to and the delivery of healthy housing including disabled facility grants.
- Responsible for the social housing services and ensuring regulatory and legal compliance.
- Responsible for the operation of a Building Technical Service (strategic and operational) including the effective maintenance of balanced trading account.
- Responsible for the development of the Housing Development Company and contributing to the Council's regeneration objectives.

DIMENSIONS:

Supervisory Management: 346 approx

Financial Resources:

Dwelling Rental Income: £33.8m in 2016/17

Service Charge Income: £2.6m in 2016/17

HRA Capital Programme: £31.3m in 2016/17

Physical Resources:

Other: Operations

Council homes: 8,400

Empty homes: 987 (March, 2015)

35000 Day to day repairs orders annually

Homelessness acceptances: 1,169 in 2013/14

Households on Luton's Housing Needs Register: 10,300

Householder occupying in temporary housing: 1016
With around 190 families (12/7/16) in B&B

ADDITIONAL INFORMATION:

Physical Effort; n/a.

Working Environment; n/a

This acts as selection criteria and gives an outline of the types of person and the characteristics required to do the job.

Essential (E) :- without which candidate would be rejected

Desirable (D):- useful for choosing between two good candidates.

Please make sure, when completing your application form, you give <u>clear examples</u> of how you meet the <u>essential and desirable</u> criteria.				
Attributes	Essential Criteria and Competencies	How Measured	Desirable	How Measured
Experience	Successful track record and background of consistent achievement as a senior manager including strategic management of transformation programmes, operational performance and financial budgets.	1,2	In-depth experience of working within a complex people centred organisation	1, 2
			Substantial experience in a strategic housing or housing landlord related environment.	1, 2
	Demonstrable experience of effective working with a broad range of partners and stakeholders from the community, government and businesses.	1,2	Significant experience within local government with demonstrable knowledge of and empathy with the legislative impact of government policy.	1,2
			Substantial experience of developing and managing multi-disciplinary projects in partnership with others	1,2
			Experience of developing and engaging the community/tenants in consultation on strategy and project development with demonstrable positive outcomes.	1,2
			Extensive experience of developing strategic and local policies to procure and deliver cost effective, quality solutions to the accommodation needs of the population.	1,2
			Extensive knowledge of operating a building repairs operation.	1,2

Skills/ Abilities	Partnership & Community Working Able to work effectively with partners and the community demonstrating drive and passion to understand and achieve joint goals and objectives, sharing information and valuing others experience and expertise.	2	Understanding of political perspectives, the ability to work with members. Demonstrate a national and local political awareness and knowledge.	
	People Management Able to manage and develop individuals and teams, including recruitment and selection, work planning, work allocation, appraisal and development, performance, motivation and leadership.	2		
	Visible Leadership Able to provide visible and visionary leadership that inspires employee's to meet organisational challenges and maximises employee's personal potential.	2		
	Problem Solving & Decision Making Able to grasp and comprehend a situation, it's component parts and implications, and find and organise practical and effective resolutions by making and acting on sound decisions.	2		
	Vision setting Strategic thinking and planning Able to stand back and consider the strategic 'bigger picture' including setting the long term plan and delivering the vision for the way forward.	2		
	Leading Change and Driving Performance Able to lead and manage change through all levels of the organisation to achieve improved performance.	2		
	Commissioning Procurement Able to procure and commission products, equipment, services, systems and facilities.	2		
	Financial Management	2		

	<p>Able to undertake (non-professional) financial/budget/cost centre management including, at the highest level, divisional/departmental/strategic financial management.</p> <p>Commercial Awareness Able to understand and apply business and commercial principles to the service, considering costs, profits, markets and added value.</p>	2		
Equality Issues	Demonstrable knowledge and understanding of equality issues and legislation and, in particular, how they impact on work with communities - able to integrate equality policies into business plans, strategies, service delivery and employment practices.	1, 2		
Specialist Knowledge			<p>Able to demonstrate an excellent working knowledge of and empathy with the legislation impacting upon Housing Services.</p> <p>Understanding of current relevant legislation and statutory requirements for Housing Services.</p>	<p>1,2</p> <p>1,2</p>
Education and Training			<p>Evidence of continued professional managerial and personal development</p> <p>Professionally qualified in a relevant discipline.</p>	<p>1, 2, 4</p> <p>1, 2, 4</p>
Other Requirements	Able to attend meetings outside office hours and work in other activities at weekends and in the evening.	1, 2		

(1 = Application Form 2 = Interview 3 = Test 4 = Proof of Qualification 5 = Practical Exercise)

We will consider any reasonable adjustments under the terms of the Equality Act 2010 to enable an applicant with a disability (as defined under the Act) to meet the requirements of the post.

The Job-holder will ensure that Luton Borough Council's policies are reflected in all aspects of his/her work, in particular those relating to;

- (i) Equal Opportunities
- (ii) Health and Safety
- (iii) GDPR 2018

Luton Borough Council - Competency Framework
(available on request from HR)

ANNEX C

Luton Council

**Service Director, Housing
Draft Recruitment Timetable**

Timing	Activity
w/c 4 th November	Member Panel agree to commence recruitment
November	Search and advert
26 th November	Closing date mid day
28 th November	Luton confirm longlist
2 nd or 3 rd December	Initial interviews with Consultant, Technical Assessor and Corporate Director
w/c 9 th December	Short list meeting with Members (evening)
w/c 16 December	Assessment Centre and Final Interviews