



**ONESOURCE JOINT COMMITTEE  
AGENDA  
APPOINTMENT OF DEPUTY  
DIRECTOR OF LEGAL AND  
GOVERNANCE  
ONESOURCE SHARED SERVICES**

**9.00 am**

**Friday  
22 July 2022**

**Council Chamber -  
Town Hall**

**COUNCILLORS:**

**LONDON BOROUGH OF  
HAVERING**

Councillor Paul Middleton  
Councillor Ray Morgon (Chair)  
Councillor Christopher Wilkins

**LONDON BOROUGH  
OF NEWHAM**

Councillor Luke Charters  
Mayor Rokhsana Fiaz  
Councillor Zulfiqar Ali

**For information about the meeting please contact:  
Christine Elsasser 01708 433675  
christine.elsasser@oneSource.co.uk**

## NOTES ABOUT THE MEETING

### 1. HEALTH AND SAFETY

The Joint Committee is committed to protecting the health and safety of everyone who attends its meetings.

At the beginning of the meeting, there will be an announcement about what you should do if there is an emergency during its course. **For your own safety and that of others at the meeting, please comply with any instructions given to you about evacuation of the building, or any other safety related matters.**

### 2. MOBILE COMMUNICATIONS DEVICES

Although mobile phones, pagers and other such devices are an essential part of many people's lives, their use during a meeting can be disruptive and a nuisance. Everyone attending is asked therefore to ensure that any device is switched to silent operation or switched off completely.

### 3. CONDUCT AT THE MEETING

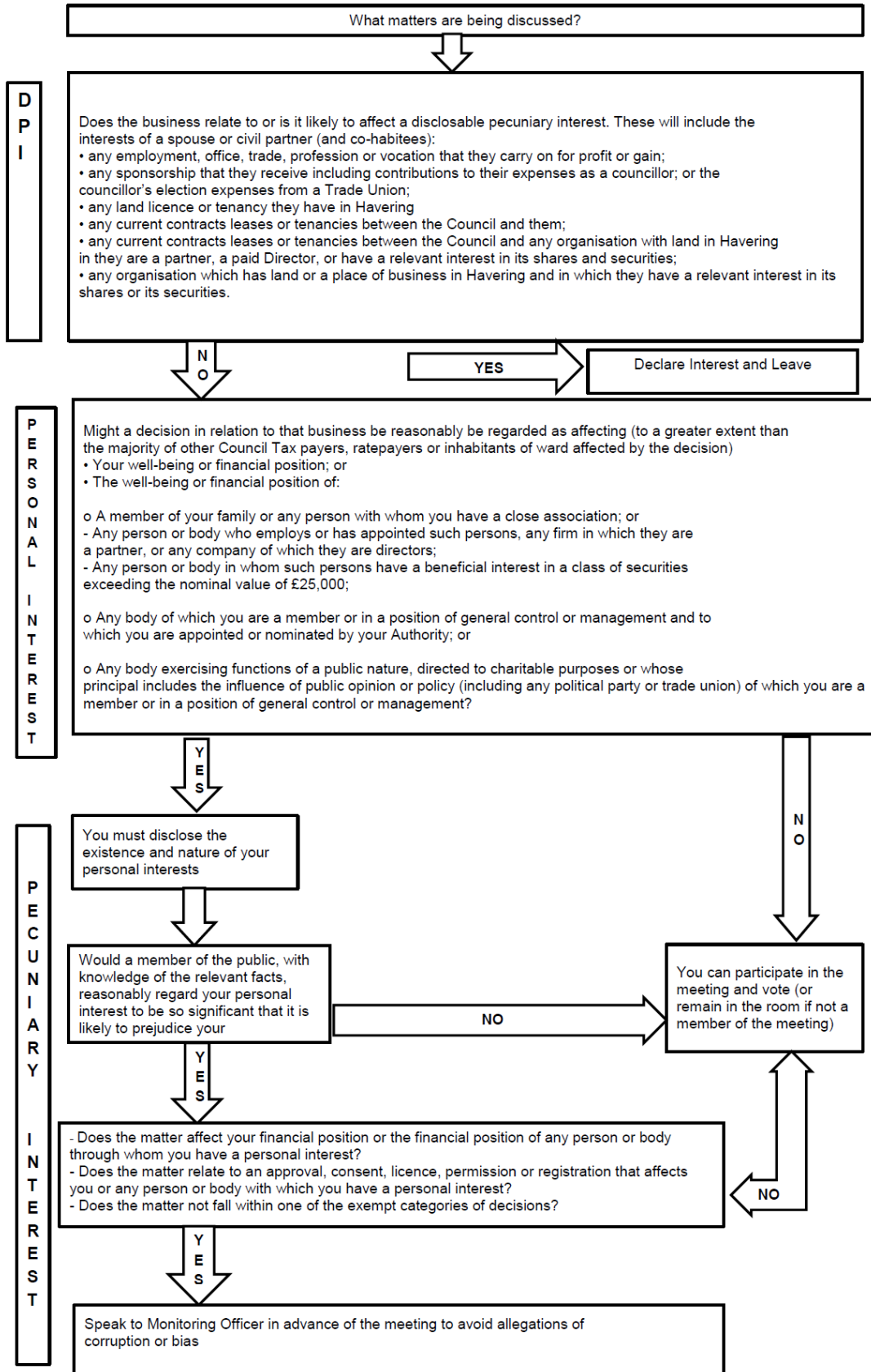
Although members of the public are welcome to attend meetings of the Joint Committee, they have no right to speak at them. Seating for the public is, however, limited and the Joint Committee cannot guarantee that everyone who wants to be present in the meeting room can be accommodated. When it is known in advance that there is likely to be particular public interest in an item the Joint Committee will endeavour to provide an overspill room in which, by use of television links, members of the public will be able to see and hear most of the proceedings.

The Chairman of the meeting has discretion, however, to invite members of the public to ask questions or to respond to points raised by Members. Those who wish to do that may find it helpful to advise the Clerk before the meeting so that the Chairman is aware that someone wishes to ask a question.

**PLEASE REMEMBER THAT THE CHAIRMAN MAY REQUIRE ANYONE WHO ACTS IN A DISRUPTIVE MANNER TO LEAVE THE MEETING AND THAT THE MEETING MAY BE ADJOURNED IF NECESSARY WHILE THAT IS ARRANGED.**

If you need to leave the meeting before its end, please remember that others present have the right to listen to the proceedings without disruption. Please leave quietly and do not engage others in conversation until you have left the meeting room.

**DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF**



## **AGENDA ITEMS**

**1 ONESOURCE JOINT COMMITTEE REPORT** (Pages 1 - 10)

Report attached.

**2 EXCLUSION OF THE PUBLIC**

To consider whether the public should now be excluded from the remainder of the meeting on the grounds that it is likely that, in view of the nature of the business to be transacted or the nature of the proceedings, if members of the public were present during these items there would be disclosure to them of exempt information within the meaning of paragraph 1 of Schedule 12A to the Local Government Act 1972; and, if it is decided to exclude the public on these grounds, the Sub-Committee to resolve accordingly on the motion of the Chairman.

**3 FINAL PANEL REPORT - NOT AVAILABLE TO THE PRESS OR PUBLIC** (Pages 11 - 54)

Report attached.



## **ONESOURCE JOINT COMMITTEE**

**22nd July 2022**

**Subject heading:**

**Appointment of Deputy Director of Legal and Governance- oneSource Shared Services**

**Report author and contact details:**

**Asmat Hussain, Director of Legal & Governance and Monitoring Officer - oneSource Shared Services**

**Financial summary:**

Salary costs budgeted for. Additional costs of up to £17,235 associated with the recruitment campaign which will be contained within the salaries budget.

### **SUMMARY**

This report provides the Joint Committee with details regarding the recruitment and selection process to date for the new Deputy Director of Legal and Governance for oneSource Shared Services.

This post falls within the purview of the JNC for Chief Officers. The appointment of Chief Officers and Deputy Chief Officers are ordinarily made by a member appointments committee. For the purposes of oneSource Shared Service, the Executive Director and direct reports to that post are deemed to be Chief Officers. The Deputy Director of Legal and Governance is a Deputy Chief Officer post that reports to the Director of Legal & Governance and Monitoring Officer and is one that holds the statutory responsibility of Monitoring Officer for Havering Council. Director of Legal & Governance and Monitoring Officer, holds the statutory responsibility of Monitoring Officer for Newham.

The oneSource partnership agreement states that appointments will be made by the appointing authority following consultation with the Joint Committee, who will be responsible for recommending the final candidate(s) to the relevant member appointments committee. For the purposes of the Deputy Director of Legal and Governance post, candidates shall be interviewed by the Joint Committee and its preferred candidate shall be recommended to the employing Council to appoint following its own procedural rules.

## RECOMMENDATIONS

The Joint Committee is asked to:

- Note the recruitment and selection process to date
- Assess the candidates shortlisted for the Deputy Director of Legal and Governance post and determine the best candidate for the role to be recommended for appointment to Havering Council's Appointments Sub-Committee.

## REPORT DETAIL

The Deputy Director of Legal and Governance is technically a 3<sup>rd</sup> tier post as it reports to the Director of Legal & Governance and Monitoring Officer within oneSource. However, the post has a 'dotted line' to the Chief Executive of Havering Council as the postholder has direct accountability to the Chief Executive of Havering Council and the statutory responsibility as the Monitoring Officer. The employing Authority for the Deputy Director of Legal and Governance services post is the London Borough of Havering.

The previous postholder left the employment of Havering Council in June 2021. The post has been covered by an interim resource since June 2021.

In February 2022, the Chief Executive requested an executive search firm was procured to commence the permanent recruitment process for the post of Deputy Director of Legal and Governance.

To ensure the best chance of securing high calibre candidates an external consultancy (GatenbySanderson) were engaged, via a direct award. GatenbySanderson were commissioned to provide an executive search and select service to include an advertising campaign and recruitment and selection handling service. They have been working closely with senior council officers in Havering & Newham and with the in house HR&OD Service.

A dedicated microsite was developed and advertisements placed in the Municipal Journal (MJ), the Local Government Lawyer, LinkedIn and on the Councils website over a period of time from the 13<sup>th</sup> May 2022 to the closing date on the 5<sup>th</sup> June 2022.

In addition, the opportunity was actively promoted by GatenbySanderson who targeted relevant job seekers.

### **Search Strategy**

During the search period GatenbySanderson identified and approached potential candidates and sources working in Legal Services at Deputy Director and Head of Service level in a range of businesses in private and public sector organisations, local authorities and Central Government. Experience of working in large complex organisations with a multi-skilled workforce was essential, as was the ability to build and lead a successful Legal Services function. This post will play a key role in providing strategic direction and leadership to oneSource Legal Services and to ensure the delivery of priorities for partner Councils.

## **Feedback**

GatenbySanderson encountered positive feedback with a number of interested targets who were attracted by the scope and scale of the role and the Legal Services agenda.

## **Search Outcome**

At the closing date (Sunday 5<sup>th</sup> June 2022) GatenbySanderson reported that they had received 11 completed applications, which they had assessed and ranked as follows:

- 6 'A' rated recommended candidates
- 2 'B' rated marginal candidates
- 3 'C' rated not recommended candidates

A longlist sift reviewed the 'A' and 'B' rated candidates and reduced the eight candidates to five, who were invited to attend virtual technical interviews on the 14<sup>th</sup> June 2022 with an independent Technical Assessor and the current interim Director of Legal & Governance and Monitoring Officer.

Following the technical interviews, the five candidates were shortlisted down to three, who were invited to attend a virtual Stakeholder Session on 29<sup>th</sup> June 2022. One to one meetings with Havering's Chief Executive Andrew Blake-Herbert have been arranged to take place virtually week commencing 18<sup>th</sup> July (before Joint Committee on 22<sup>nd</sup> July 2022).

The three candidates have all been invited to attend the interview with members of the Joint Committee on the 22<sup>nd</sup> July 2022 (one candidate is yet to confirm attendance).

Verbal feedback on the Stakeholder Sessions will be provided by a representative from GatenbySanderson to the Joint Committee members on the day of the final interview.

The information pack attached from GatenbySanderson provides members with information relating to the three final candidates background and professional experience (the pack is exempt from publication due to General Data Protection Regulations). The job description for the role is attached as Appendix A and also included in the pack for reference.

## **Legal implications and risks:**

There are no legal implications or risks arising directly. The recruitment and selection process has been managed in accordance with the Councils policies and procedures and has been supported by the in house HR&OD Service.

## **Financial Implications and risks:**

Salary costs budgeted for. Additional costs of up to £17,235 associated with the recruitment campaign which will be contained within the salaries budget.

## **HR Implications and risks:**

The in house HR&OD Service has been actively involved in managing the recruitment and selection process, in consultation with the Director of Legal & Governance and Monitoring Officer, the Chief Executive and senior officers in both partner councils.

## **Equalities implications and risks:**

Equalities matters have been taken into consideration throughout the recruitment and selection process

## Background Papers

None





## Deputy Director, Legal & Governance

### Grade 14

**Location – Flexibility to work across all Council sites in Newham & Havering (and any future oneSource partner location) on a regular basis**

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| Accountable to:  | <p>The Director of Legal &amp; Governance.</p> <p>(with direct accountability to the Chief Executive for monitoring officer responsibilities undertaken)</p>   |
| Accountable for: | <p>Legal Services<br/>(Deputy Returning Officer at local, national and regional elections)</p>   |
| Job Purpose:     | <ul style="list-style-type: none"> <li>• To be responsible and accountable for the provision of Legal Services to the partner councils providing strategic direction and leadership to One Source Legal Services, ensuring the delivery of priorities for partner Councils accountable to the Director, Legal &amp; Governance.</li> <li>• To be accountable to the partner Councils for the performance of Legal Services as a whole, ensuring high quality professional advice and value for money.</li> <li>• To be responsible for the management of the Legal Services budget and the efficient and effective management and procurement of external legal services by the partner Councils with an estimated value of up to £5M.</li> <li>• To be the Monitoring Officer for either London Borough of Havering or London Borough of Newham, ensuring that the Council's statutory obligations and responsibilities are fulfilled under the terms of the Constitution and Legislation Statutory Regulations and relevant codes of conduct. It is anticipated that the postholder will initially be Monitoring Officer for Havering, but must be sufficiently flexible to be appointed as Monitoring Officer for other Councils if required.</li> <li>• To be the lead lawyer for the Council where the post holder is Monitoring Officer personally providing legal advice to the Council, Leader, Cabinet, Chief Executive and senior management team and individual councillors including attendance at senior management team as required</li> <li>• In the borough in which the post holder is not monitoring officer:</li> </ul> |

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|                           | <ol style="list-style-type: none"> <li>1. To be the deputy monitoring officer in the borough carrying out the statutory functions when requested by the Director or in their absence</li> <li>2. To act as the deputy lead lawyer personally providing legal advice to the Council, Leader, Cabinet, Chief Executive and senior management team and individual councillors.</li> </ol> <ul style="list-style-type: none"> <li>• To lead the provision of Legal Services for partner Councils and oneSource.</li> <li>• Provide business focused and strategic leadership to oneSource Legal Services and assist in the development of a marketable shared Legal Service Model which can be offered to other Public and Private Sector organisations.</li> <li>• To be the primary contact for all external partners and bodies for oneSource Legal Services promoting and developing the Service and its network in the public, private and legal sectors and to represent the service and Councils at external meetings.</li> <li>• To lead the Legal Services Management Team and service and be responsible for the provision of high quality, solution focused legal services to clients, including the line management of the lead specialist lawyers in all areas of legal services provided by oneSource.</li> </ul>   |
| Specific Responsibilities | <ol style="list-style-type: none"> <li>1. To have responsibility for the delivery of a portfolio of activities and provision within Legal Services functions falling within both Councils as appropriate.</li> <li>2. To be the lead lawyer for one or more partner borough and deputy for other boroughs with personal responsibility for advising on complex and high value and risk matters without need for supervision or external assistance.</li> <li>3. To have line management responsibility for a team of specialist senior lawyers and managers and management responsibility for the whole of the service and its performance and well-being.</li> <li>4. To have budget responsibility for Legal Services across the partner authorities</li> <li>5. To lead on the commissioning procurement of external legal services, where required, on behalf of the partner boroughs ensuring value for money and high quality provision.</li> <li>6. To create and support multi-functional teams to deliver complex strategic matters across all partner boroughs.</li> <li>7. To be responsible for whole Legal Services' provision of professional legal advice and support to partner Councils and customers to enable the delivery of policy decisions and priorities of each Council.</li> <li>8. To proactively lead the provision of legal services to other councils or public bodies through the expansion of the shared service model or on a commercial basis.</li> </ol> |

9. To work with the Director of Legal & Governance in the transformation of Legal functions in leading the transformation of legal services and its ways of working to ensure continuous improvement and financial efficiency.
10. To be the legal advisor to the following bodies; full Council, the executive, committees, overview and scrutiny and corporate management teams, with a requirement to attend and advise meetings in both Councils as required and provide legal and governance advice both at, before and after meetings.
11. Ensure high quality legal and procedural advice is provided at all stages of the partner Councils' decision making and ensure that a strong corporate governance culture is achieved with decision making by members meeting the highest standards of ethical and corporate governance.
12. To undertake statutory and regulatory functions delegated to the monitoring officer including but not limited to senior responsible officer for surveillance, determining town and village green applications as the responsible authority and functions under s.36 of the Freedom of Information Act 2000.
13. To create a robust and proactive officer governance culture within partner Councils with sound practice and systems for supporting member decision making.
14. To work with the Director of Legal & Governance to develop the corporate framework to ensure the maintenance of probity, good governance and the enforcement and review of policies within the democratic process (and as the lead officer in the borough in which the post holder is Monitoring Officer).
15. To be the Head of Profession for the provision of legal services to the partner Councils to provide direction, leadership and guidance to staff in the Legal Services function and ensure the improvement and implementation of standards across partner Councils and partner organisations.
16. Ensure that the partner Councils are provided with the best legal advice, that legal services are effectively managed and that legal advice is timely and appropriate to ensure propriety of decision making.
17. To be responsible for the successful delivery of all partner council priorities, targets and policy aims as they apply to oneSource Legal Services and across oneSource working with other oneSource services, managers and staff
18. To deputise at all times for the Director when required reporting directly with oneSource directors and the Executive Directors and the senior management teams and political Executives in each partner Council and external partners.
19. To act as a deputy returning officer and undertake management responsibilities for the Electoral Service as required by the Director or Returning Officer.
20. Other duties – the job description indicates the main areas of activity for this post. From time to time other tasks/duties maybe

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|   | required which are commensurate with the general area of responsibility and grade of the post.  |
| One Source Corporate Critical Success Factors | <ul style="list-style-type: none"> <li>• Provision of and delivery of quality services – ensuring a high level of service that is reflective of all customer needs and value for money</li> <li>• Anticipates different customer needs – delivering a customer focused shared service which is a cultural ‘fit’, is flexible and proactive in approach</li> <li>• Delivers a resilient business, which continuously improves and innovates with healthy revenue streams</li> <li>• Operates an ethos of joint working and operates across the board regardless of location</li> <li>• Delivers capacity and capability to operate business as usual with the capacity and capability to innovate and project manage to support this</li> <li>• Delivers a flexible and scalable platform to innovate, enhance market knowledge and continuously improve</li> <li>• Invests in people and skills to deliver a sustainable business</li> <li>• Provides a transactional service that is multi-channelled, face to face, local and nationwide</li> </ul> |
| General                                       | <p>One Source is committed to and champions equality and diversity in all aspects of employment and service provision. All employees are expected to understand and promote this approach in their work.</p> <p>To be able to lead compliance with health and safety and risk management across the service and personally. All employees are expected to understand and promote good health and safety practices and manage risks appropriately</p>  |

### Person Specification

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| <p><b>Able to demonstrate and evidence a highly developed Competence in:</b></p> | <ul style="list-style-type: none"> <li>• People management including, motivation, performance and capability</li> <li>• Strategic leadership in the provision of functions within the Shared Service</li> <li>• Service improvement, maximising efficiency and new delivery models for the functions within the shared service</li> <li>• Leading, managing and delivering transformational change in Legal Services</li> <li>• Leadership in a political environment demonstrating practical acumen and awareness in working with elected members and political administrations and political groups.</li> </ul> |
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| <p><b>Able to demonstrate and evidence Knowledge and experience in:</b></p> | <ul style="list-style-type: none"> <li>• A significant understanding of the workings of local government and the challenges being set by the new local government agenda along with the financial, legal and political context of local government.</li> <li>• The ability to lead and set the strategic direction of Legal Services, developing the overarching strategy for the service and the necessary supporting plans for delivery, with and through partners.</li> <li>• Detailed knowledge of local government powers and duties and at least one of the following areas of law, civil litigation, procurement &amp; contract, planning, development.</li> <li>• A qualified solicitor or barrister with substantial PQE commensurate with the needs of the post</li> <li>• Working in a political environment or advising bodies or persons in a political environment or equivalent.</li> <li>• Service management, including the ability to deliver high quality services and value for money and the delivery of legal services on a commercial basis</li> </ul> |
| <p><b>Behaviour and personal qualities</b></p>                              | <ul style="list-style-type: none"> <li>• A strong leader with the ability to balance competing priorities and deliver within tight timescales.</li> <li>• A corporate team player, highly motivated and resilient.</li> <li>• A decision maker who listens to, and takes cognisance of, the views of others along with a high degree of integrity and probity.</li> <li>• Highly skilled communicator with the ability to communicate orally and in writing to a diverse range of audiences.</li> <li>• Ability to influence and negotiate effectively along with the ability to lead, motivate, inspire confidence and enthusiasm.</li> <li>• Highly developed political awareness and acumen.</li> </ul>  |

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