



**ONESOURCE JOINT COMMITTEE  
AGENDA**

<b>10.00 am</b>	<b>Wednesday 30 November 2022</b>	<b>Newham Dockside Room W4.06/7</b>
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**COUNCILLORS:**

**LONDON BOROUGH OF HAVERING**

Councillor Paul Middleton  
Councillor Ray Morgon  
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**

# 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

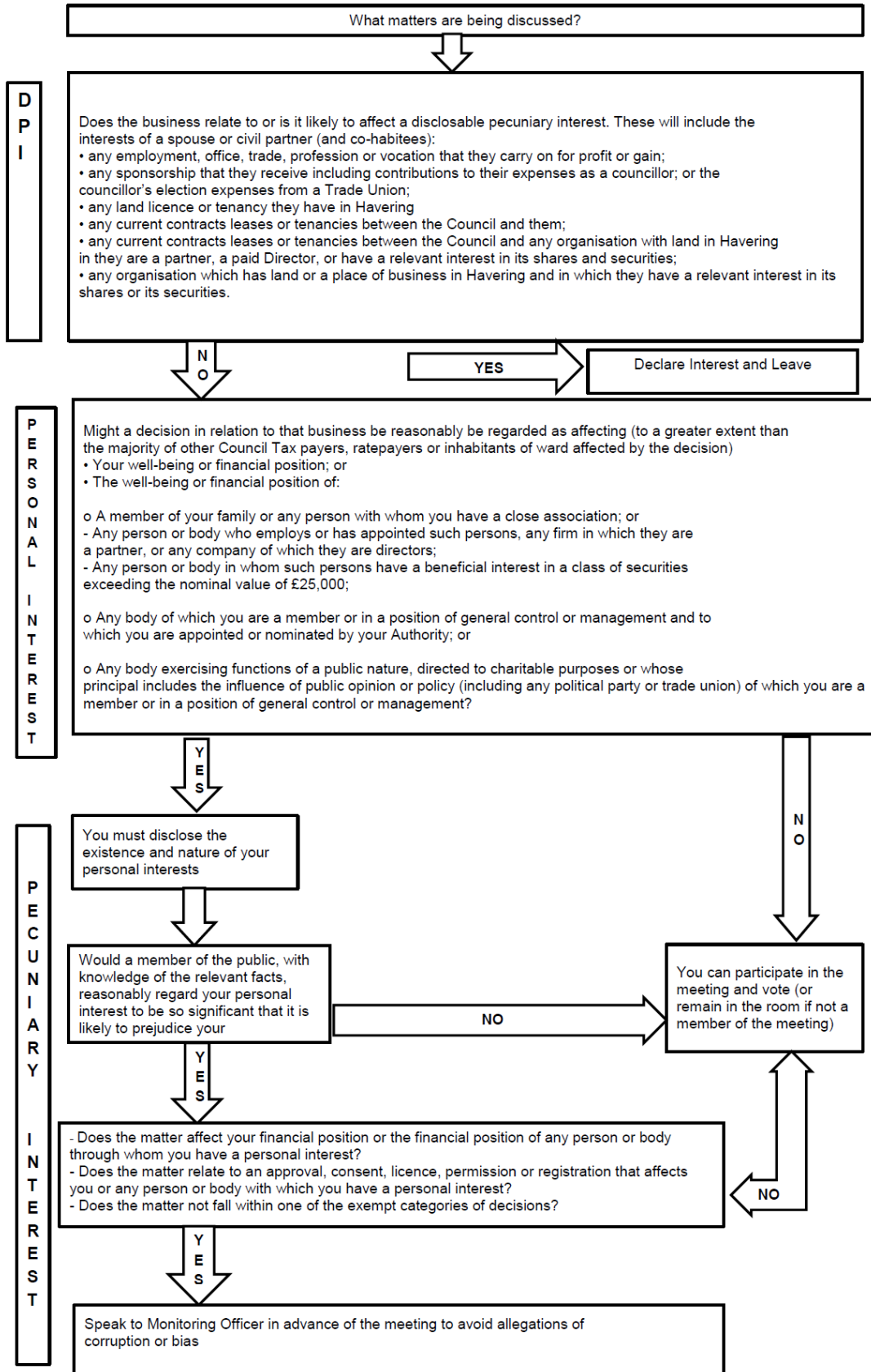
Although members of the public are welcome to attend meetings of the Joint Committee, they have no right to speak at them. Seating for the public is, however, limited and the Joint Committee cannot guarantee that everyone who wants to be present in the meeting room can be accommodated. When it is known 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 (To Follow)**



## **ONESOURCE JOINT COMMITTEE**

**30 November 2022**

**Subject heading:**

**Appointment of Director of Legal and Governance & Monitoring Officer - oneSource Shared Services**

**Report author and contact details:**

**Conrad Hall, Corporate Director of Resources**

**Financial summary:**

Salary costs budgeted for. Additional costs of up to £25,575 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 Director of Legal and Governance & Monitoring Officer 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 Director of Legal and Governance is a Chief Officer post that currently reports to the Corporate Director of Resources (whilst the oneSource Executive Director post is vacant) and is one that holds the statutory responsibility of Monitoring Officer for Newham Council. The Deputy Director of Legal & Governance and Monitoring Officer, holds the statutory responsibility of Monitoring Officer for Havering.

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 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 Director of Legal and Governance post and determine the best candidate for the role to be recommended for appointment to Newham's Appointment Sub Committee.

## REPORT DETAIL

The Director of Legal and Governance reports to the Corporate Director of Resources. The employing Authority for the Director of Legal and Governance services post is the London Borough of Newham.

The previous postholder left the employment of Newham Council in December 2021. The post has been covered by an interim resource since January 2022.

The post of Deputy Director of Legal & Governance and Monitoring Officer was recently filled, with the newly appointed post holder due to commence employment mid December 2022.

The Appointments Sub Committee requested an executive search firm was procured to commence the permanent recruitment process for the post of Director of Legal and Governance.

To ensure the best chance of securing high calibre candidates an external consultancy (Cadence Partners) were engaged. Cadence Partners 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, The Law Society Gazette and on the Council's website from the 16 September to the closing date on the 20<sup>th</sup> October 2022.

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

### **Search Strategy**

During the search period Cadence Partners identified and approached potential candidates and sources working in Legal Services at Director and Deputy Director 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**

Cadence Partners 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 (20<sup>th</sup> October 2022) Cadence Partners reported that they had received 18 completed applications, which they had assessed and ranked as follows:

- 4 recommended candidates
- 4 to be discussed candidates
- 10 not recommended candidates

A longlist sift reviewed the recommended and to be discussed rated candidates and reduced the fourteen candidates to five, who were invited to attend preliminary interviews with Cadence Partners (between 7<sup>th</sup> and 10<sup>th</sup> November 2022).

Following the preliminary interviews, the five candidates were shortlisted down to three, who were invited to attend a virtual Stakeholder Session on 18<sup>th</sup> November 2022. One to one meetings with Conrad Hall, Corporate Director of Resources have been arranged to take place virtually week commencing 21<sup>st</sup> November (before Joint Committee on 30<sup>th</sup> November 2022).

The three candidates have all been invited to attend the interview with members of the Joint Committee on the 30<sup>th</sup> November 2022.

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

An information pack from Cadence Partners will be provided to 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 at 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. Confirmation of the offer



to the successful candidate will be subject to Newham Councils procedures following the recommendation of the Joint Committee.

**Financial Implications and risks:**

Salary costs budgeted for. Additional costs of up to £25,575 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 Corporate Director of Resources, the Interim Director of HR&OD 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



### Job Description

Job Title	Director of Legal & Governance
Directorate	onesource – Legal & Governance Shared Service
Grade	SMR F
Location	Newham or Havering. The post holder must be flexible to work across sites in both councils
Accountable to:	The Managing Director.
Accountable for:	Legal Democratic Services Member and Electoral Services
Job Purpose:	<ul style="list-style-type: none"> <li>• To work as part of the Senior Management team, reporting to the Managing Director, providing strategic direction and leadership to onesource ensuring the delivery of policy priorities for partner Councils.</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 Legislative Statutory Regulations and relevant codes of conduct.</li> <li>• Lead the provision of Legal and Democratic Services for partner Councils and onesource.</li> <li>• Provide business focused and strategic leadership to onesource and develop a marketable shared Legal and Governance Service Model which can be offered to other Boroughs and Public and Private Sector organisations.</li> </ul>
Specific Responsibilities	<ol style="list-style-type: none"> <li>1. To have strategic responsibility for the delivery of a portfolio of activities and provision within Legal and Democratic functions falling within both Councils as appropriate including: Legal, Committees and Partnerships, Scrutiny and Electoral Services.</li> <li>2. To lead the delivery and transformation of Legal and Governance functions, to ensure the provision of professional legal advice and support to partner Councils and customers. Enabling the delivery of policy decisions and priorities of each Council ensuring functions are commercially sound with robust business systems and processes.</li> </ol>

	<ol style="list-style-type: none"> <li>3. Ensure high quality legal and procedural advice is provided at all stages of the partner Council's 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.</li> <li>4. Ensure the creation of a robust and proactive officer governance culture within partner Councils with sound practice and systems for supporting member decision making. Develop the corporate framework to ensure the maintenance of probity, good governance and the enforcement and review of policies within the democratic process.</li> <li>5. Lead the partner Councils strategic response to ensuring that it meets current and future requirements to publish data on its activities and be proactive in developing systems to achieve the optimisation of transparency in relation to the Council's activities and that the information provided is robust, accurate and resilient.</li> <li>6. Ensure that support services to elected Members are delivered to the highest quality and professional standards.</li> <li>7. Lead and direct the implementation of each Council's elections in close partnership with District and Borough Councils.</li> <li>8. Act as 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.</li> <li>9. Ensure that the partner Councils are provided with the best legal advice, that legal services are effectively managed and that legal advice is appropriate to ensure propriety of decision making.</li> <li>10. Ensure that all services provided by this post are actively reviewed as to the 'right source' option for their future delivery - that will cover options of outsourcing, co-sourcing or insourcing to ensure the most effective and efficient delivery method has been chosen.</li> <li>11. Other duties – the job description indicates the main areas of activity for this post. From time to time other tasks/duties maybe required which are commensurate with the general area of responsibility and grade of the post.</li> </ol>
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<p>One Source Corporate Critical Success Factors</p>	<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>
<p>General</p>	<ul style="list-style-type: none"> <li>• onesource 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.</li> <li>• Adherence to Health and Safety requirements and proper risk management is required from all employees in so far as is relevant to their role. All employees are expected to understand and promote good health and safety practices and manage risks appropriately</li> </ul>

### Person Specification

<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>• Running major operations or service provision</li> </ul>
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	<ul style="list-style-type: none"> <li>• Leading, managing and delivering transformational change in a complex organisation</li> </ul>
<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 set the strategic direction of Legal and Democratic Services, drawing up 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 holding a valid practicing certificate issued by the Solicitors Regulation Authority with at least 3 years PQE</li> </ul>
<p><b>Behaviours and personal qualities</b></p>	<ul style="list-style-type: none"> <li>• A strategic thinker and 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> </ul>

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