



General Purposes Committee

Monday 11 September 2023 at 9.30 am

Conference Hall - Brent Civic Centre, Engineers Way,
Wembley, HA9 0FJ

Please note that this meeting will be held in person with all members of the Committee required to attend in person.

The meeting is open to members of the press and public to attend. Alternatively, the meeting proceedings can be followed via the live webcast. The link to view the webcast will be made available [HERE](#)

Membership:

Members

Councillors:

M Butt (Chair)
M Patel (Vice-Chair)
Donnelly-Jackson
Georgiou
Grahl
Knight
Krupa Sheth
Tatler

Substitute Members

Councillors:

Afzal, Akram, Crabb, Farah, Nerva, Rubin and Southwood

Councillors:

Lorber and Matin

For further information contact: Natalie Connor, Governance Officer
Tel: 020 8937 1506, Email: natalie.connor@brent.gov.uk

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Notes for Members - Declarations of Interest:

If a Member is aware they have a Disclosable Pecuniary Interest* in an item of business, they must declare its existence and nature at the start of the meeting or when it becomes apparent and must leave the room without participating in discussion of the item.

If a Member is aware they have a Personal Interest** in an item of business, they must declare its existence and nature at the start of the meeting or when it becomes apparent.

If the Personal Interest is also significant enough to affect your judgement of a public interest and either it affects a financial position or relates to a regulatory matter then after disclosing the interest to the meeting the Member must leave the room without participating in discussion of the item, except that they may first make representations, answer questions or give evidence relating to the matter, provided that the public are allowed to attend the meeting for those purposes.

***Disclosable Pecuniary Interests:**

- (a) **Employment, etc.** - Any employment, office, trade, profession or vocation carried on for profit gain.
- (b) **Sponsorship** - Any payment or other financial benefit in respect of expenses in carrying out duties as a member, or of election; including from a trade union.
- (c) **Contracts** - Any current contract for goods, services or works, between the Councillors or their partner (or a body in which one has a beneficial interest) and the council.
- (d) **Land** - Any beneficial interest in land which is within the council's area.
- (e) **Licences** - Any licence to occupy land in the council's area for a month or longer.
- (f) **Corporate tenancies** - Any tenancy between the council and a body in which the Councillor or their partner have a beneficial interest.
- (g) **Securities** - Any beneficial interest in securities of a body which has a place of business or land in the council's area, if the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body or of any one class of its issued share capital.

****Personal Interests:**

The business relates to or affects:

(a) Anybody of which you are a member or in a position of general control or management, and:

- To which you are appointed by the council;
- which exercises functions of a public nature;
- which is directed is to charitable purposes;
- whose principal purposes include the influence of public opinion or policy (including a political party of trade union).

(b) The interests a of a person from whom you have received gifts or hospitality of at least £50 as a member in the municipal year;

or

A decision in relation to that business might reasonably be regarded as affecting the well-being or financial position of:

- You yourself;
- a member of your family or your friend or any person with whom you have a close association or any person or body who is the subject of a registrable personal interest.

Agenda

Introductions, if appropriate.

Item	Page
1 Apologies for absence and clarification of alternate members	
2 Declarations of interests	
Members are invited to declare at this stage of the meeting, the nature and existence of any relevant disclosable pecuniary or personal interests in the items on this agenda and to specify the item(s) to which they relate.	
3 Deputations (if any)	
To hear any deputations received from members of the public in accordance with Standing Order 67.	
4 Minutes of the previous meeting	1 - 4
To approve the minutes of the previous meeting held on Monday 17 July 2023 as a correct record.	
5 Matters arising (if any)	
To consider any matters arising from the minutes of the previous meeting.	
6 Appointment of Director of Human Resources	5 - 14
To provide General Purposes Committee with a proposed timetable for recruiting a permanent Director Human Resources following the recent appointment of an interim Director.	
7 Appointments to Sub-Committees / Outside Bodies	
There are no Member changes to Sub-Committees due for consideration.	

8 Exclusion of Press and Public

There are no items listed on the agenda that will require the exclusion of the press and public.

9 Any other urgent business

Notice of items to be raised under this heading must be given in writing to the Head of Executive and Member Services or her representative before the meeting in accordance with Standing Order 60.



- Please remember to set your mobile phone to silent during the meeting.
- The meeting room is accessible by lift and seats will be provided for members of the public. Alternatively, members of the public can view proceedings via the live webcast [HERE](#)



LONDON BOROUGH OF BRENT

MINUTES OF THE GENERAL PURPOSES COMMITTEE

Held in the Conference Hall, Brent Civic Centre on 17 July 2023 at 9:30am

PRESENT: Councillor M Butt (Chair) and Councillors Donnelly-Jackson, Farah, Georgiou, Grahl, Knight, Krupa Sheth and Tatler.

1. **Apologies for absence and clarification of alternate members**

Apologies were received from Councillor M Patel, with Councillor Farah in attendance as an alternate.

2. **Declarations of interests**

There were no formal declarations made during the meeting.

3. **Deputations (if any)**

There were no deputations received.

4. **Minutes of the previous meeting**

RESOLVED that the minutes of the previous meeting held on Monday 22 May 2023 be approved as an accurate record.

5. **Matters arising (if any)**

There were no matters arising.

6. **Stopping Up Order – Watling Gardens**

Councillor Krupa Sheth introduced a report from the Corporate Director of Resident Services seeking approval for authorisation to make a Stopping Up Order (SUO) for certain areas of public highway that consisted of highway verge, footway and carriage located in Watling Gardens under Section 247 and 253 of the Town and Country Planning Act 1990 (TCPA 1990).

Nicolaas Potgieter, Team Leader, Healthy Streets and Parking advised the Committee that the Stopping Up Order was necessary to facilitate the redevelopment of the site to provide 125 flats, 80 for general needs and 45 for extra care with 101 of the units being affordable housing and the remaining 24 units as shared ownership.

Members noted that the draft Stopping Up Order had been advertised in accordance with the necessary statutory requirements under Section 247 TCPA 1990 that included consulting with statutory consultees. Of the statutory consultees, Cadent Gas and

Openreach had raised initial objections on the basis they had apparatus in the proposed area and Virgin Media had requested further information due to a diversion needed on their existing services on the site. Cadent Gas and Openreach had subsequently withdrawn their objection as further investigation concluded that their apparatus would not be affected. Virgin Media's request for further information due to a diversion of their services had been responded to, with no further objections.

As a result of concerns highlighted during the meeting in relation to the necessity to include all roads and footpaths in the Watling Garden Estate as part of the Stopping Up Order, the Committee were assured that this had been necessary in order to facilitate the re-development of the site. In response to a further query in relation to the length of time taken for work to be progressed on the development since it had received approval in June 2022, the Committee were advised that once a scheme was approved there remained a significant amount of continued engagement and consultations to be undertaken with stakeholders before work could commence.

In response to further additional concerns raised during the meeting relating to the inclusion of a Shared Ownership element as part of the proposed development, the Chair advised that as these did not impact on consideration of the Stopping Up Order they would need to be addressed outside of the meeting.

The Committee noted the importance of the proposed development in providing additional homes in Brent as part of the Council's programme to deliver more affordable housing and in recognition of this extended thanks to officers for their support in delivering the programme of work.

Having noted the outcome of the consultation undertaken, Members welcomed the scheme and therefore **RESOLVED**:

- (1) To note that the draft Stopping Up Order had been advertised in accordance with the requirements of Section 247 and 253 TCPA 1990 and that in response to the consultations, Cadent Gas and Openreach had made objections, which were subsequently withdrawn. Whilst Virgin Media – Plant Enquiries team had made a request for information as a diversion of their services was required on site, this had been provided and their request had therefore been satisfied.
- (2) On the basis of (1) above, to approve the Stopping Up Order and agree that the notices of making should be advertised.

7. **Appointments to Sub Committee & Outside Bodies**

There were no appointments to be considered in relation to any of the General Purposes Sub Committees

8. **Exclusion of Press and Public**

There were no items that required the exclusion of the press or public from the meeting.

9. **Any Other Urgent Business**

None.

The meeting closed at 9:45 am.

COUNCILLOR MUHAMMED BUTT
Chair

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 Brent	General Purposes Committee 11 September 2023
	Head of Paid Service
Appointment of Director of Human Resources and Organisational Development	
Wards Affected:	N/A
Key or Non-Key Decision:	N/A
Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
List of Appendices:	One Appendix 1 – Job description/ Person Specification
Background Papers:	None
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Debra Norman Corporate Director of Governance 0208 937 1578 Debra.norman@brent.gov.uk

1.0 Executive Summary

- 1.1. To provide General Purposes Committee with a proposed timetable for recruiting a permanent Director Human Resources following the recent appointment of an interim Director.

2.0 Recommendation(s)

- 2.1 To note the Chief Executive has appointed an Interim Director of Human Resources and Organisational Development.
- 2.2 To note the timetable set out in the report for the appointment to the post on a permanent basis.
- 2.3 To delegate to the Chief Executive any amendment to the proposed timetable, for operational reasons, in consultation with the Chair of General Purposes Committee.

3.0 Detail

3.1 Contribution to Borough Plan Priorities & Strategic Context

Recruitment to this post will support the implementation of the Brent Workforce Strategy – 2022-25 and other workforce related policies, to support delivery the Borough Plan 2023-27.

<https://www.brent.gov.uk/the-council-and-democracy/strategies-priorities-and-policies>

3.2 Background

3.2.1 The Council's current Head of Human Resources has secured a post elsewhere. Before proceeding to recruit to that post the Chief Executive agreed amendments to the post to better fit the requirements of the post for the future and the new post has been designated the Director of Human Resources and Organisational Development.

3.2.2 In line with Standing Order 76(i) the Chief Executive decided to appoint an Interim Director to ensure this important area of Council work is covered by a suitably experienced individual pending a permanent appointment of a suitable qualified postholder.

3.2.3 In these circumstances Standing Order 76(ii) requires the General Purposes Committee to be informed of the timetable for recruiting a permanent post holder. Following discussions with our recruitment consultant the timetable is set out below:

Post Advertised	3 August 2023
Advert closes	4 September 2023
Technical Interviews	13 & 14 September 2023
Senior Staff Appointments Sub Committee.	25 September 2023

3.2.4 The Job Description and Person Specification for the post is attached at Appendix one. The salary for the post is at Hay 3, on a scale between £110,629 and £129,802 in line with the Council's pay and grading structure.

4.0 Stakeholder and ward member consultation and engagement

4.1 None

5.0 Financial Considerations

5.1 The current budget for the Head of Human Resources post is available to partially fund the new Director of Human Resources and Organisational Development post. The redesignation increases the cost of the post by £42k, which will be funded centrally to ensure appropriate resources are deployed to cover increased duties.

6.0 Legal Considerations

6.1 In accordance with Standing Order 76 (i) and (ii) interim appointments to Senior Management Posts (including the Director of Human Resources and organizational Development) are made by the Chief Executive and, as set out in the report, when such an appointment is made General Purposes Committee receives a report setting out the timetable for the permanent recruitment. The permanent appointment will be made by the Senior Appointments Committee in accordance with Standing Order 75.

7.0 Equality, Diversity & Inclusion (EDI) Considerations

7.1 There are not considered to be any equality implications arising directly from this report. The recruitment will be undertaken in accordance with the council's Recruitment and Selection Policy in respect of which an equality impact assessment has been undertaken.

8.0 Climate Change and Environmental Considerations

8.1 None

9.0 Human Resources/Property Considerations (if appropriate)

9.1 Included in the main body of the report.


10.0 Communication Considerations

10.1 None

Report sign off:

Kim Wright
Chief Executive

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	Job Title	Director of Human Resources and Organisational Development
	Department	Governance
	Section	Human Resources
	Grade	Hay 3
	Reports to	Corporate Director of Governance
	Staffing Responsibility	Up to 6 direct reports

Job Purpose:

1. Acting as the Council’s principal adviser on all aspects of people management and development, setting and monitoring standards across the organisation, and fulfilling a robust and proactive Head of Profession role.
2. Leading the on-going development and implementation of the Workforce Strategy (including succession, recruitment and retention planning) and the development and implementation of new ways of working, contributing to the future design and operating models of the Council.
3. Developing and delivering transformational change to the HR services as currently configured, through improvements in processes and systems, including digital, in line with evolving business requirements. Identifying future changes in the demand for services (as the Council’s operating model changes) and responding with a transformed HR service proposition.
4. Leading, managing, developing and commissioning a confident, competent and proactive HR function (including recruitment and resourcing, learning and development, workforce equality, diversity and inclusion, employee relations and schools services) and Health and Safety service that meets the diverse and changing needs of its customers and demonstrates its own effectiveness, efficiency and value for money.

Dimensions:

Annual budget responsibility

- Directorate HR Services net budget = £3.8m
- HR related contracts budget = £31m

Staffing responsibility

- Direct reports (established post numbers) = 5 Senior HR Managers and the council’s recognised Trade Union Branch Secretaries
- Indirect reports (established post numbers) = 2 positions
- Service size - 36

Dotted line responsibility to:

The Chief Executive as Head of Paid Service

Principal Accountabilities:

1. Work collegiately with colleagues on the HR Departmental Management Team (DMT), and make a proactive contribution to delivering departmental and corporate objectives.
2. Lead and manage a portfolio of services including HR and Health and Safety in alignment with both corporate and departmental aims and priorities.
3. Provide leadership and management to achieve high performance and effective operational delivery; which will include managing the effective use of resources and staff.
4. Work closely with the Corporate Director of Governance to support effective working relationships with the Chief Executive, CMT and relevant Portfolio Holders.
5. Support and develop partnership working, including acting as an effective ambassador and advocate with external organisations.
6. Lead on the development and implementation of the Council's workforce and employment strategy, and policy and practice, ensuring a proactive approach to identifying emerging issues on both the national and regional 'stage' and that they are consistent with current employment legislation and the equality standard for local government and are responsive to service needs.
7. Ensure workforce equality, diversity and inclusion (EDI) is proactively considered in all workforce policy and practice and be a visible role model and champion of EDI in the workforce.
8. Develop an organisational culture that focuses on quality, continuous improvement and high performance to support the growth and development of the organisation.
9. Lead on the development and delivery of a range of staff development programmes, initiatives and interventions to support services and build a talented and responsive workforce for the future.
10. Develop and manage the Council's human resources services and employment arrangements ensuring that employment processes are implemented with the highest governance and professional standards and that all decisions of the Council, its members and officers are made with the benefit of clear, accurate and timely human resources information and advice. To ensure the council's health and safety management framework reflects the requirements of the Health and Safety at Work Act 1974, Workplace Regulations 1992, and the Management of Health and Safety at Work Regulations 1999, as well as any associated statutory requirements.
11. Strategic leadership to designated services in order to meet departmental and partner expectations for managers and comply with statutory requirements arising from relevant legislation and Government guidance.
12. Responsible for the quality of service delivery, putting in place necessary processes to measure performance. Taking timely action to rectify under performance.
13. To work constructively with Trade Unions and staff representatives to ensure a culture of positive employee relations.
14. Responsible for providing advice to Councillors in both formal and informal settings. Attending Cabinet and other Member led meetings as and when directed.
15. Managing budgets allocated to HR and Health and Safety, playing an active role in the Council's financial planning and in particular the Governance Department's annual budget cycle.
16. Take on project sponsor roles as directed to lead the implementation of key departmental projects.
17. Deputise for the Corporate Director of Governance when and where required.
18. Safeguarding is everyone's responsibility and all employees are required to act in such a way that at all times safeguards the health and well-being of children and vulnerable adults.
19. Carry out duties with due regard to the council's customer care; equal opportunities;

information governance, data protection , health and safety and Emergency Planning & Awareness (including to provide assistance where available) policies and procedures.

20. Employees should embed environmental sustainability into their work, actively contributing to Brent becoming a carbon-neutral borough in 2030.
21. Undertake any other duties commensurate with the general level of responsibility of this post.

Job Context:

- Wide range of internal and external contacts including directors, senior managers, elected members, professional bodies, partner organisations and government functions involving the use of a wide range of interpersonal skills.
- Developing partnership working with key external stakeholders across the public, private and voluntary sectors.
- Management and leadership of a high performance team.
- Lead role in the development of the council's services in this area.
- Operates within a framework set by Corporate and Departmental Management teams but with considerable freedom to shape services.
- Leads on policy and development and ensures implementation of new legislative requirements.
- Ensures high professional standards.

Additional Information: Please use this space to provide any additional information about the role e.g. whether the role is politically restricted.

DBS Status	N/A
Politically Restricted	Yes

Person Specification

Job Knowledge, Skills & Experience:

Specify the qualifications, experience, skills and abilities required.

All criteria are essential

Knowledge and Qualifications:

- Preferably a relevant professional qualification (MCIPD or equivalent)
- Evidence of significant relevant Continuing Professional Development (CPD).
- Evidence of a relevant management qualification or sufficient level of management training commensurate with this level of post.
- Knowledge of key issues facing local government, including the strategic, legal, financial and political context of public sector management

Experience:

- Track record of achievement at a management level in a similarly large and complex organisation including:
 - Successfully managing a range of HR services.
 - Significant experience of developing HR policies and procedures.
 - Delivering service improvements.
 - Successful management of significant budgets and resources.
 - Delivery of significant organisational change and transformation programmes including culture change, change management programmes and project management.
 - Development of a performance management culture.in operational services and the delivery of high quality standards of customer service
 - Ability to develop and lead on strategic policy areas and change
 - Successfully working in partnership with Trade Unions and employee representatives and external partners.
- Delivering customer focused services and service improvements managing demands and pressures on the service and tight deadlines
- Ensuring that the service is effectively resourced to deliver to the required standard
- Planning for a minimum of one year anticipating priorities, changing landscape and predict the future service;

Skills and Abilities:

- Strong Leadership and management skills including people, performance and budget management
- Communication, negotiating and influencing skills
- Work collaboratively corporately and departmentally creating a strong team spirit
- Strong role model who demonstrates a personal commitment to high standards of public service, honesty and integrity and professionalism
- Strong analytical skills (analysing demand, priorities, trends and predicting future customer needs) in order to solve problems
- Able to design, develop and implement solutions with a clear focus on evidencing the difference this makes to the service.
- Able to represent the department and council in internally and externally forums.
- Communicate in an open style with honest; listening and responding to individual situations and the ability to have and instigate difficult conversations.
- Build honest, respectful and fair relationships based on dialogue and transparency.
- Keep things simple, learn from mistakes and challenge yourself and your colleagues to constantly improve.
- Take individual responsibility, but work as one team to manage risks and create seamless services.
- Show resilience and drive to cope with the demands and pressures of the post including the ability to cope effectively at times of crisis
- Ability to work flexibly across services as and when required.