

Partnership Director – Fairer Together

Candidate pack – March 2021



Your application

Thank you very much for your interest in this post.

On the following pages, you will find details of the role and the selection process to assist you in completing and tailoring your application. In order to apply you should submit:

- An up-to-date CV which shows your full career history – any gaps in your career should be accounted for. This should be no longer than three pages;
- A supporting statement explaining why you are interested in this role, detailing how you are a good candidate for this post and how you fulfil the person specification – this should be no longer than three pages;
- The declaration form. The completion of the equalities section is not mandatory, this is requested for monitoring purposes in line with our commitment to equality and diversity; and
- Indicate on the declaration form if you cannot attend any of the interview dates.
- **Contact details of two employment referees. References will only be sought for candidates that are shortlisted for the final selection panel**

Please note that applications will only be considered if all the documentation is complete.

Please send your application, preferably in MS Word format by email to islington@osbornethomas.org

Applications must be received by 9.00am on Monday 29th March 2021.

Please ensure we receive your application in good time.

As a precaution against your submission being treated as spam, please use a secure email address from which to send your application, and refer to the role and organisation in the header.

More information

For a confidential discussion about the Partnership Director – Fairer Together role, please contact our recruitment partner Osborne Thomas at islington@osbornethomas.org or call 020 3280 3671

Kind regards,

Executive Recruitment Team
Chief Executives Department: Islington Council
Town Hall
222 Upper Street
Islington
London N1 1XR

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Welcome to Islington Council

Thank you for your interest in the role of Partnership Director - Fairer Together at Islington Council.

It is an incredibly exciting time to be joining us. If you are passionate about fairness and adept at delivering change you couldn't be in a better place.

We are living through a time of unprecedented challenges here in Islington as we support our community through the coronavirus crisis – and look ahead to working together to support our borough's recovery.

So there couldn't be a more important time to be joining us as we take our residents, our businesses and community on a new journey and shape the future of Islington.

Islington is a dynamic, vibrant central London borough. Yet it is also a very unequal place with high levels of poverty and deep social problems.

Since we set up our ground-breaking Fairness Commission in 2010, our vision has been to create a fairer Islington – to bridge the social divide and to create opportunity for all. That challenge may have got tougher for us but our commitment to fairness remains absolute as we look ahead.

Why Islington?

We are looking for someone who has achieved significant career success to date and can apply fresh thinking and new ideas to Islington, bringing strong focus whilst challenging the status quo and inspiring professional excellence. We are looking for someone who is a strong collaborator with experience of working with residents, colleagues, Councillors and partners.

If you are committed to equality and excellence and experienced at winning the trust and support of leading Councillors, we would love to hear from you ...if you are successful, we promise you the full support of our team in return.

We hope you will continue to read on, find out more and be inspired.

With best wishes,



Richard Watts

Linzi Roberts-Egan

Richard Watts and Linzi Roberts-Egan

About Islington Council

Our vision for a fairer Islington

Since our pioneering Fairness Commission in 2010 Islington has been a borough with one clear vision:

We're determined to make Islington fairer and to create a place where everyone, whatever their background, has the same opportunity to reach their potential and enjoy a good quality of life.

Our priorities

To help bring our vision to life we have four clear objectives:

- **Decent and genuinely affordable homes for all:** building new Council homes, protecting private renters, being a good landlord and preventing homelessness
- **Jobs and opportunity:** delivering an inclusive economy, supporting people into work and ensuring young people have the best possible start
- **A safer borough for all:** tackling ASB, ensuring young people are safe and encouraging a more cohesive borough for all
- **A greener and cleaner Islington:** keeping Islington clean and tidy, encouraging greener travel, creating a healthier environment for all and tackling the climate crisis.

Delivering fairness has been an increasing challenge not least because of around £250m cuts to our budget by government over the last ten years. However, we've managed to balance our budgets and have continued to make strides towards our goal. For example, in the last four years we've:

- delivered over 800 new genuinely affordable homes for local people and built the largest number of Council homes in Islington for 30 years
- supported over 5,500 local people into work
- helped thousands of people out of fuel poverty – we opened our path-breaking combined heat and power centre Bunhill-2 in March using waste heat from the Tube to warm homes, two leisure centre and school
- made sure our schools continue to improve and 9 out of 10 are rated Good or Outstanding
- worked with the police to keep residents safe and invested in targeted support for young people at risk of turning to crime
- continued to improve air quality in the borough – we were the first Council to publish and collate air quality data for primary and secondary schools and we are committed to a tackle this issue as part of ambitions to reach Zero Carbon by 2030.

Our values

We know that how we do things will be just as important as what we do. That's why we consulted our whole organisation back in 2017 to help us decide what our corporate values should be and we're now in the process of embedding them into the way we work.

Our corporate values are:

- **Collaborative:** this is about acting as team – across our organisation, with our partners and our community - to help providing a joined up service to residents
- **Ambitious:** to show our determination to raise the bar
- **Resourcefulness:** a key strength we've shown during the pandemic – to make things happen, and to make them happen quickly. We can achieve so much more if we build on that resourcefulness.
- **Empowering:** we respect, trust and support one another to do our best for our borough

Our refreshed behaviours, spell out the word CARE, which we think sums up what public service is all about.

By living these values, we know we'll be able to deliver the most effective and responsive services we can for our residents.

Fairer together: a new partnership for Islington



Many residents in Islington face deep social challenges, driven by deprivation and inequality. These can include complex and multiple problems with housing, employment, offending, domestic violence, mental health and substance abuse and so have repeated contact with our services and those of our partners – health services, jobcentres, the criminal justice system and housing providers.

We believe that through prevention, early intervention and supporting our communities to be more resilient we can create successful solutions to these problems. But we cannot do it alone.

That's why we are now seeking to build on our existing partnerships with colleagues across the public and voluntary sector to tackle these issues and deliver fairness.

The partnership, which is co-chaired by our Leader Cllr Richard Watts and CCG Chair Jo Sauvage, is currently in the very early stages of development but we hope to see it taking shape in a number of ways:

1. **A shared approach to strategy and investment**
2. **Shared principles of ways of working** – the Fairer Together Way
3. **Integrated locality teams** to ensure more joined up support for local people
4. **New community networks** to bring together key players in each locality around common goals and priorities.

Working together in this way will allow us to see the big picture across all the organisations' service provision – allowing us to identify opportunities to add value, improve outcomes, and reduce duplication and costs.

We are incredibly proud of the way Islington's community has come together during the Covid-19 crisis. This experience is already helping us to develop our early ideas and we expect our Fairer Together partnership will continue to play a central role in our recovery plans for Islington.

Find out more about Islington

Downloadable documents can all be found on our [visions and priorities page](#).

- Corporate plan
- Fairness Commission, Employment Commission and Fair Futures reports
- LGA Corporate Peer Challenge 2018
- Residents' Survey, Spring 2018
- [Fairer Together website](#)

Job description

Post title: Partnership Director, Fairer Together

Grade: CO1

Service area: Chief Executive

Reports to: Chief Executive

Your team: Director of Community Wellbeing, Director of Integrated Strategic Investment /Commissioning Unit, Assistant Director Customer Experience, Head of Fairness & Equality

Our ambition

We're determined to make Islington fairer. To create a place where everyone, whatever their background, has the opportunity to reach their potential and enjoy a good quality of life.

We also have an ambitious goal – to be the best council in the country – with every employee clear about the part they play and inspired, focused and supported to give their very best.

We want to build an organisation where employees feel valued, inspired and empowered to help us achieve our goals and provide the best services possible to our residents.

Our values and behaviours

'Be Islington' is about setting a clear challenge about what it means to be an Islington employee and sets the standard for every new recruit.

We ask our employees to 'Be Islington' – playing their part in working together for a fairer borough and to always be collaborative, be ambitious, be resourceful, and be empowering ('CARE').

Our commitment to challenging inequality

We are committed to tackling inequality, racism and injustice and creating a fairer borough for all. In order to do this, we need to set the example by being a fair employer and creating a workplace environment, which is free from discrimination, racism and inequality. Our approach needs to be proactive, consistently learning to create a fairer workplace and foster a culture, which empowers all staff to challenge inequality.

Fairness is at the heart of what we do. We want to celebrate and embrace our differences by:

- Ensuring our workforce is representative of the people we work on behalf of, our residents
- Creating equitable working environments and diverse teams
- Understanding our residents in order to design and deliver services that help tackle inequality and improve life chances for our residents
- Getting to know people and their differences

- Interpreting issues and concerns from a cultural perspective and address situations or problems from the points-of-view of multiple cultures
- Supporting people with long-term health conditions and/or disabilities
- Recognising the value of flexible working to support staff where possible

Key responsibilities

This new and innovative role will take responsibility for leading the work of the Fairer Together Borough Partnership to tackle inequality and make Islington fairer

The post holder will work closely with the Leader of the Council, Executive, the Chief Executive, the Corporate Director for People and colleagues across the system to develop a new blueprint for public service delivery, setting the ambition, defining the values, and developing and implementing a comprehensive strategy for aligning resources and integrating services across the council and the wider partnership in support of the ambition to develop a world class approach to early intervention and prevention that transforms experiences and outcomes for residents

In pursuit of this ambition, the post holder will take leadership of key areas of integrated strategy and delivery including challenging inequality, integrated strategic commissioning, the new integrated Community Wellbeing Service and customer services (the We Are Islington model) as a beacon for change across the wider system.

Specific responsibilities

1. Take strategic leadership for the Council's work to challenge inequality, racism and injustice.
2. Lead the design and delivery of the Challenging Inequality Programme, working with members, senior leaders, staff and the wider community to identify clear priorities and to deliver tangible change.
3. Take responsibility for continually searching out and sharing best practice in challenging inequality for marginalised groups, across both the Council and the wider partnership.
4. Take overall responsibility for the design, implementation and delivery of an all-age integrated early help/community wellbeing service that draws on best practice to take a strengths-based approach to meeting the needs of individuals and families in Islington.
5. Ensure the development of an effective early intervention and prevention offer for vulnerable adults in the borough through clear and coherent social prescribing pathways.
6. Drive continued provision of a high quality early intervention and prevention offer to children building on the success of Bright Start and the Troubled Families programme.
7. Ensure partners make a meaningful contribution to the development of an integrated offer that improves experiences and outcomes for vulnerable people.

8. Lead the development of an integrated approach to strategic commissioning and investment across the Fairer Together Partnership in line with the new statutory framework for Integrated Care Systems.
9. Take strategic responsibility for the Council's relationship with the NHS as part of the developing Integrated Care System.
10. Produce a strategic commissioning and investment plan that sets out clear priorities for helping local people to Start Well, Live Well and Age Well.
11. Develop and implement a change programme that enables commissioning staff and functions across partner organisations to deliver the strategic commissioning and investment plan, exploring and exploiting all opportunities for closer alignment of staff and systems, joint work and system savings.
12. Take a leadership role for partnership governance in line with the statutory framework, including the Fairer Together Borough Partnership.
13. Be accountable for pooled budgets across the health and social care partnership, ensuring clear and robust financial frameworks are in place for Section 75 agreements with appropriate partner financial oversight.
14. Support all partners to commission services in an integrated way, in line with the strategic commissioning and investment plan, ensuring positive outcomes for residents, best use of resource and maximising social value across the borough.
15. Foster a new stronger relationship with the community including the voluntary and community sector, building capacity and promoting new ways of working.
16. Oversee design and provision of Council grants programmes to the voluntary and community sector that support the delivery of mutually agreed priorities and empower the community to take the lead as equal partners.
17. Encourage greater resident focus across the Council through ensuring effective community engagement and participation models are developed and adopted across all Directorates.
18. Lead the transformation of customer experience across the Council, including through a new digital experience or channel strategy working closely with colleagues in Digital and Communications Services.
19. Lead the delivery of the Council's Core Customer Contact Service and the triage model providing a range of complex services, to a diverse client group whilst maintaining excellent standards of service at all times.

Responsibilities as a senior leader / member of the Corporate Management Board

- Develop and maintain a strong interface with the Leader, the relevant Executive Members and other elected members.

- Lead the directorate senior management team and ensure, through Service Directors, the effective and efficient delivery of high quality services.
- Represent the Council at regional and national level on matters relating to services within the directorate, in conjunction with the relevant Executive Members.
- Contribute to the annual budget planning process, and the Council's Medium Term Financial Strategy.
- Represent Islington Council externally as appropriate to the role, to ensure strong partnership working, strong public relations, and for other reasons as appropriate.
- Ensure that duties are undertaken with due regard and compliance with relevant legal frameworks and in accordance with Council policies.
- As a member of the council's senior management team, to contribute proactively to the collective leadership for the council, working collaboratively with Members, services across the council, partners and stakeholders to deliver the council's objectives and priorities.
- To drive positive cultural change, embodying and promoting the values and behaviours of the council and empowering staff to reach their full potential.
- Resources / Financial management - to ensure effective Financial Management, cost controls and income maximisation in an ever changing environment, fluctuating demands and priorities; resources are well managed and effectively deployed to the best possible effects assuring value for money in all activities.
- Compliance - to ensure legal, regulatory and policy compliance in area of your specialism, identifying opportunities and risks and escalate/report where appropriate.
- To make a vital contribution to the corporate direction and management of the organisation, through membership of the Corporate Management Board, and through the direction and management of the Fairer Together Directorate.
- To play a key role in ensuring that Islington Council continuously improves, provides a first class service to the people of Islington, and achieves its full potential in the optimal delivery of services.
- To contribute to the leadership of the Council in delivering its agreed objectives
- To lead on and ensure the effective implementation of important initiatives and programmes that cut across the whole or part of the Council's activities.
- To develop and maintain a strong interface with the relevant Portfolio Leader
- To represent the Council externally on issues of importance to the Borough
- To ensure, through your Service Directors and managers, the effective and efficient delivery of high-quality services.
- To lead the Directorate senior management team

Additional responsibilities

- To use and assist others in the use of information technology systems to carry out duties in the most efficient and effective manner.
- To achieve agreed service outcomes and outputs, and personal appraisal targets, as agreed by the line manager.

- To undertake training and constructively take part in meetings, supervision, seminars and other events designed to improve communication and assist with the effective development of the post and post holder.
- To carry out duties and responsibilities in accordance with the council's commitment to customer service excellence and ensure compliance with the customer care standards.
- To be committed to the Council's core values of public service, quality, equality and empowerment and to demonstrate this commitment in the way duties are carried out.
- To ensure that duties are undertaken with due regard and compliance with the Data Protection Act and other legislation.
- To carry out duties and responsibilities in accordance with the Council's Health and Safety Policy and relevant Health and Safety legislation.
- To meet out of hours commitments where required
- At all times to carry out responsibilities/duties within the framework of the Council's Dignity for all Policy. (Equal Opportunities Policy).

Budget responsibilities

Up to £100m

Leadership

As a member of the council's management team, to contribute proactively to the collective leadership for the council, working collaboratively with Members, services across the council, partners and stakeholders to deliver the council's objectives and priorities.

To drive positive cultural change, embodying and promoting the values and behaviours of the council and empowering staff to reach their full potential. Ensure that the performance and development framework is effective for all staff.

To lead on and ensure the effective implementation of corporate initiatives and transformation programmes that cut across the whole or part of the council's activities.

Resources and Financial management

Ensure effective Financial Management, cost controls and income maximisation in an ever changing environment, fluctuating demands and priorities. Ensure resources are well managed and effectively deployed to the best possible effects assuring value for money in all activities.

Compliance

Ensure legal, regulatory and policy compliance under GDPR, Health and Safety and in area of your specialism identifying opportunities and risks and escalating where appropriate.

Person specification

You should demonstrate on your application form how you meet the essential criteria. Please ensure that you address each of the criteria as this will be assessed to determine your suitability for the post.

Essential criteria

Qualifications

Essential criteria	Criteria description	Assessed by
1	Educated to degree level preferably with a relevant professional qualification and evidence of continuing professional development.	Application

Experience

Essential criteria	Criteria description	Assessed by
2	A record of effective strategic leadership and delivery at a senior level including working with members and partners to establish and deliver against a clear and shared strategic direction	Application/Interview/Test
3	Experience of leading transformational change across multiple organisations in a challenging policy and operational environment and supporting the cultural transformation, which is integral to change.	Application/Interview/Test
4	Extensive experience of working with politicians with a good understanding of the political perspective and the ability to secure the confidence of members.	Application/Interview/Test
5	Strong commitment to social justice with experience of challenging inequality for marginalised groups and improving outcomes through delivery of effective programmes and services.	Application/Interview/Test
6	Experience of building and nurturing strong relationships with stakeholders from a wide range of backgrounds and walk of life, understanding internal drivers and motivations and bringing people together in support of common and shared solutions.	Application/Interview/Test

Essential criteria	Criteria description	Assessed by
7	National and local political awareness and knowledge, particularly in relation to key policy and legislative changes in relation to public service delivery and reform, including NHS integration, with experience of and the ability to translate this into local solutions.	Application/Interview/Test
8	Experience of successfully leading, motivating and managing a team of senior professional staff and associated workforce to achieve successful outcomes and contributing to the development of strategic goals and priorities.	Application/Interview/Test
9	Experience of leading staff and residents through change processes and programmes in a way that promotes opportunity, values people and engages them as partners in delivering change.	Application/Interview/Test
10	A well-proven track record of leading successful programmes to deliver outcomes on time and on budget.	Application/Interview/Test
11	Experience of managing and developing performance within a comparable function and in the context of a multi-disciplinary and partnership environment.	Application/Interview/Test
12	Ability to gain the trust and support of leading Councillors, partners and senior managers to secure a shared and strategic approach and take joint responsibility for decisions as appropriate.	Application/Interview/Test
13	Strong financial management skills and good knowledge and understanding of local government finances at a strategic level with the ability to manage and plan budgets, including the capital programme.	Application/Interview/Test
14	Knowledge and understanding of the agenda for Integrated Care Systems and implications for the commissioning services that contribute to prevention and early intervention and promote community wellbeing.	Application/Interview/Test
15	Experience of working with partners– including Public Sector and the Voluntary and Community Sector – to integrate service delivery in order to improve outcomes for residents.	Application/Interview/Test

Skills

Essential criteria	Criteria description	Assessed by
16	Ability to take strategic responsibility for a wide range of issues as well as keep a strong management grip on key front-line services	Application/Interview/Test
17	Strong collaborator and confident system leader, with experience of working with colleagues and partners to make a strategic contribution.	Application/Interview/Test
18	Ability to promote creative and innovative solutions to major strategic and operational challenges, including digital enablers as appropriate.	Application/Interview/Test
19	Effective personal style: <ul style="list-style-type: none"> - Is collaborative / team player - Is comfortable with complexity - Open and honest - Responsive and flexible - Good communicator - Displays an awareness, understanding and commitment to the mission and values of the council. 	Application/Interview/Test
20	Awareness, understanding and commitment to the protection and safeguarding of children, young people and vulnerable adults.	Application/Interview/Test

Special requirements of the post

Essential criteria	Criteria description	Assessed by
21	This role will require you to obtain an Enhanced/Standard satisfactory clearance from the Disclosure and Barring Service	N/A
22	This post is subject to the council's policy on pecuniary and personal interest	N/A
23	This post is designated as politically restricted	N/A

Our accreditations

Our accreditations include: the Healthy Workplace award, Timewise, London Living Wage Employer, Disability Confident Committed, The Mayor's Good Work Standard, Stonewall Diversity Champion, and Time to Change.



Key terms and conditions

The role

Partnership Director - Fairer Together

Remuneration

Grade C01 - £117,624 to £141,480

Pension

You will join the Local Government Pension Scheme automatically, unless you elect to make alternative pension arrangements.

Annual leave

Basic paid leave will be 27 days a year. In addition, the Council grants five privilege days. After five years' continuous service your annual leave entitlement will increase by five days.

Condition of employment

If you are offered the job, you will be asked to complete a health assessment and you may be called for a medical examination. Any offer of employment is subject to satisfactory clearances in relation to application vetting, Asylum and Immigration Act (Section 8), disclosure and barring service, medical clearance and proof of relevant professional qualifications.

Probation

All appointments are subject to the Council's probation scheme. This condition applies to all new employees regardless of any continuous local government service.

Notice

You will be required to give three months' written notice.

Declaration of outside interests

You must inform the Council of any outside activity or employment which may conflict with your work for the Council. This includes organisations that are funded or grant aided by the Council.

Politically restricted posts

This position is politically restricted under the Local Government and Housing Act 1989. This means that you are prevented from taking part in certain political activities.

Key dates and the selection process

Closing date: 29 March 2021

We will be in touch with candidates on to advise on the outcome of their application. Unsuccessful candidates will be given the opportunity for feedback.

First interviews - technical: w/c 12 April

Longlisted candidates will be invited to an interview.

Assessment: w/c 26th April

Between first and final stage interviews, shortlisted candidates will be asked to complete an online personal profile analysis test to explore leadership style.

Meet the Chief Executive: w/c 3 May 2021

Meet the Corporate Management Board and staff representatives: w/c 3 May 2021

Meet the Members and stakeholders: w/c 3 May 2021

Final interviews: w/c 17 May 2021

Candidates will give a presentation to the Interview Selection Panel (topic to be seen in advance of the day). This will be followed by a selection panel interview.

If you are unable to attend on any of the identified dates for interview, please email [Leadership inbox](#) before making the application.

Please note: References will be sought in advance for all candidates shortlisted for the final selection panel interviews.