

Agenda



Chief Officer Appointments Committee

Date Tuesday 7th April 2026

Time 10.00 a.m.

Venue Room WG:4/5, Ground Floor West, Newham Dockside, 1000 Dockside Road, E16 2QU

The meeting will be broadcast live (and continue to be available after the time/date of the meeting) on www.youtube.com/LBNewham

Please contact Joy George on Tel: 020 3373 1256 or joy.george@newham.gov.uk to learn about the arrangements in place for the meeting and guidelines on attendance

Contact: Joy George, Democratic Services Officer
Tel: 020 3373 1256 E-mail: joy.george@newham.gov.uk

MEMBERSHIP

Councillors (5):

Rokhsana Fiaz OBE, Mayor of Newham
(Chair)
Councillor John Gray
Councillor Sarah Jane Ruiz
Councillor Caroline Oladapo
Councillor Mehmood Mirza

Substitute Members:

Councillor Charlene McLean
Councillor Shaban Mohammed
Councillor Zuber Gulamussen
(Quorum: 3)

Officers usually in attendance:

Gordon McFarlane, Director of Human resources & Organisational Development

Laura Eden, Corporate Director of Children and Young People

Caroline Bloch, Strategic HR Business Partner

Rokhsana Fiaz OBE
Mayor of Newham

Paul Martin
Interim Chief Executive

Agenda

1. Apologies for Absence

2. Declarations of Interest (Pages 5 - 6)

In accordance with the Members' Code of Conduct this is the time for Members to declare any interest they may have in any matter being considered at this meeting. Advice is attached.

3. Establishment of a Chief Officer Appointment Sub-Committee for the post of Director of Young People and Opportunities (Pages 7 - 24)

4. Local Government Act 1972, as Amended by the Local Government (Access to Information) Act 1985 - Exclusion of Press and Public

Members Attendance at Meetings - Statutory Requirements

Section 85 of the Local Government Act 1972 provides that a Member (Councillor) of an authority must attend a meeting of the authority as a whole (i.e. Council) or a Committee, Sub-Committee or a Joint Committee at least once every six months. Attendance at a meeting of a Committee or Sub-Committee of Council listed below would count in lieu of a meeting of Council provided that the Councillor was an appointed member of that Committee or Sub-Committee

Standards Committee
Local or Strategic Development Committee
Licensing Committee
Overview and Scrutiny Committee or a Scrutiny Commission
Pensions Committee
Chief Officers Appointment Committee
Audit Committee
Health & Wellbeing Board
Corporate Parenting Board
Standing Advisory Council on Religious Education (SACRE)

Members of the Executive (the Mayor and Cabinet Members) also need to attend a meeting of the Executive i.e. Cabinet at least once every six months.

If you have any queries with regard to this guidance you should contact:

Interim Director of Legal & Governance and Monitoring Officer Janie Berry – Interim Director of Legal and Governance and Monitoring Officer– 020 3373 8603 or
Janie.Berry@newham.gov.uk

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Members' Declarations of Interest

Matters for Consideration Revised Guidance – April 2022

The following is offered as a guide to Members. Further details are set out in the Members' Code of Conduct, attached as Part 5.1 of the Council's Constitution.

1. Disclosable Pecuniary Interests

Disclosable Pecuniary Interests (DPI) are covered in detail in the Localism Act 2011. Breaches of the law relating to these may be a criminal offence.

- 1.1 If you have a DPI in any matter on the agenda you must not participate in any discussion or vote on that matter. If you do so without a prior Dispensation (see below) you may be committing a criminal offence, as well as a Breach of the Code of Conduct. The Council's Constitution requires any Member declaring a DPI to leave the meeting (including any public seating area) during consideration of the matter.
- 1.2 Members will be asked at the start of the meeting if they have any declarations of interest. The Council's Code of Conduct requires you to make a verbal declaration of the fact and nature of any DPI. You are also required to declare any DPIs before the consideration of the matter, or as soon as the interest becomes apparent, if you were not aware of it at the start of the meeting.

2. Non-Disclosable Pecuniary Interest or Non-Pecuniary Interest

- 2.1 The Council's Code of Conduct requires you to make a verbal declaration of the existence and nature of any "Non-Disclosable Pecuniary Interest or Non-Pecuniary Interest". Any Member who does not declare these interests in any matter when they apply may be in breach of the Code of Conduct.
- 2.2 You may have a "Non-Disclosable Pecuniary Interest or Non-Pecuniary Interest" in an item of business where:
 - 2.2.1 A decision in relation to that business might reasonably be regarded as affecting your well-being or financial standing, or a member of your family, or a person with whom you have a close association with to a greater extent than it would affect the majority of the Council taxpayers, ratepayers or inhabitants of the ward or electoral area for which you have been elected or otherwise of the authority's administrative area, or
 - 2.2.2 It relates to interests which would be a DPI, but in relation to a member of your family or a person with whom you have a close association and that interest is not a DPI. If the matter concerns your spouse, your civil partner or someone you live with in a similar capacity, it is covered by the provisions relating to DPIs.
 - 2.2.3 It could also cover membership of organisations which you have listed on your Register of Interests (including appointments to outside bodies), where there is no well-being or financial benefit accruing to you but where your membership might be said to be relevant to your view of the public interest.
- 2.3 A person with whom you have a close association is someone who is more than an acquaintance, and is someone you are in contact with over a period of time, whether regularly or not. It is someone that a reasonable member of the public might think you would be prepared to favour or disadvantage when discussing a matter which affects them and so covers friends, colleagues, business associates, or someone you know through social contact.

- 2.4 Family should be given a wide meaning. In relation to the family of both you and your partner, it would include the parents, parents-in-law, children and step children, brothers and sisters, grandparents, grandchildren, uncles and aunts, nephews or nieces, together with the partners of any of these persons.
- 2.5 You should make a verbal declaration of any such interest in a matter to be considered at the meeting at the start of the meeting, or before the consideration of the item of business, or as soon as the interest becomes apparent if you are not aware at the start of the meeting of the interest.

3. Register of Members interests

Members are required to complete the Register of Interests and to keep this register up to date by informing the Monitoring Officer in writing within 28 days of becoming aware of any change in respect of their DPIs.

4. Dispensations

In certain circumstances the Monitoring Officer is able to grant a dispensation to you which will enable you either to participate in the discussion on a matter, to vote on the matter, or both. Dispensations can only be granted in limited circumstances. If you believe that you are able to claim a dispensation you must seek advice as soon as possible from the Monitoring Officer, who will consider your request.

The Monitoring Officer, under Section 33(2) of the Localism Act, has granted the following general dispensations to all Members until the Annual Council meeting in 2026, on the grounds that the dispensation is in the interests of the inhabitants of Newham and/or it is appropriate to grant the dispensation to maintain a similar position as applied under the previous code of conduct. This means Members do not need to leave the meeting if their Disclosable Pecuniary Interest arises and is:

- An interest common to the majority of inhabitants in their ward.
- An interest so remote that it is not likely to prejudice their judgement of the public interest.
- Council housing unless related to their own particular tenancy.
- School meals and/or transport unless relating to their own child's school.
- Statutory sick pay for members.
- Members allowances.
- Setting Council Tax or precept.
- Agreeing any Local Council Tax Benefit Scheme.
- Interests arising from membership of an outside body to which the authority has appointed or proposes to appoint them.
- The Local Government Pension Scheme unless relating specifically to their own circumstances.

5. Bias and Predetermination

If in relation to any decision, your outside connections may make it appear to a reasonable person that there is a real danger of bias, or predetermination you should seek advice as to whether it is appropriate for you to participate in any discussion about the matter and in the decision, regardless of whether or not you consider that you should declare an interest as defined above.

For further advice about these matters please contact: Rachel McKoy Director of Legal & Governance – 020 3373 6584 Rachel.Mckoy@newham.gov.uk

LONDON BOROUGH OF NEWHAM CHIEF OFFICER APPOINTMENT COMMITTEE

Report title	Establishment of Chief Officer Appointment Committee	
Date of Meeting	7 th April 2026	
Lead Officer and Job Title	Laura Eden, Corporate Director of Children and Young People Services	
Exempt Information & Grounds	No	Grounds: N/A
Wards Affected	Non-Applicable	
Appendices	Appendix A- Job Description for: <ul style="list-style-type: none"> • Director of Young People and Opportunities Appendix B- Guidance on Diverse Panels	

1 Executive Summary

- 1.1 This report sets out the recommendations to the Chief Officer Appointment Committee in respect of the following post:

Director of Young People and Opportunities

2 Recommendation

- 2.1 The Chief Officer Appointment Committee is asked to agree the size and membership of four Appointment Sub-Committees, which will be responsible for making an appointment to the posts of:

Director of Young People and Opportunities

3 Background

- 3.1 A new role of Director of Young People and Opportunities was established as part of the recent review of the Council's management hierarchy (Tier 2 and 3), with a view to strengthening the senior leadership structure within Children and Young People Services. This role requires a higher level of expertise and seniority and is intended to align the future model of service delivery to the Council's corporate priorities with regards to early help, education

partnerships, community cohesion, safeguarding and Youth Safety deliver financial savings.

- 3.2 The role will work directly to the Corporate Director of Children and Young People and provide senior leadership and direction across a multidisciplinary portfolio that includes targeted youth support, youth justice, NEET reduction, post-16 education, and the wider youth commissioning portfolio. A copy of the Job Description for this role is attached at Appendix A.
- 3.3 As this is a newly created post, the Council will need to undertake a formal recruitment process. In parallel, a separate review and restructure of the Tier 4 management hierarchy within Children and Young People Services is underway. Should this process result in any staff being displaced and therefore potentially at risk, we are required to run an internal recruitment process first, ensuring priority consideration is given to affected employees in line with our obligations.

4 Composition of the Chief Officer Appointment Sub-Committees

- 4.1 The size and membership of the Chief Officer Appointment Sub-Committee should be made in line with the following requirements:
- The Mayor is a standing member of the Chief Officer Appointment Committee and any Sub-Committee, although the Mayor may choose to nominate another member of the Sub-Committee to chair the meetings.
 - The quorum for the Sub-Committee is three: if fewer members attend the Sub-Committee, it will not be able to make a decision.
 - The composition of the Sub-Committees should be:
 - appropriate to the appointment being made
 - reflective of the Council's guidance on diverse recruitment panels, which is attached at **Appendix B**
 - subject to the rules on political proportionality
 - The Sub-Committee membership should provide for at least one substitute member in case one of the other members is unavailable, or declares a conflict of interest, when the Appointment Sub-Committee meets.

5. Financial Implications

- 5.1 The Director of Young People and Opportunities is fully contained within the Council's approved staffing establishment and the associated salary costs fall within the pay range set out in the Council's pay policy for 2026/27.

6. Legal Implications

- 6.1 Whilst there are no direct legal implications arising from this report, the process and recommendation detailed in this report are in accordance with the Council's Constitution and Officer Employment Procedure Rules.
- 6.2 All appointments are required to comply with general employment legislation and the Council's recruitment policy.

7. Equalities Implications

- 7.1 The Chief Officer Appointment Committee will ensure that a fair and equitable recruitment process is undertaken, which complies with Equality, Diversity and Inclusion policies, Recruitment and Selection policies, and the Equality Act 2010, with consideration to the impact of any decisions and actions on people with different protected characteristics, including those with care experience. As one of the youngest and most diverse areas in the UK, over 72% of our residents are from ethnically diverse communities with almost a quarter of residents aged under-eighteen and more than one hundred languages spoken. Through our Building a Fairer Newham Corporate Plan we want to give all our children the best start in life and for the borough to be the most child friendly borough, ensuring every decision, including that of the appointment of our senior leaders enable the Council to work towards a more inclusive, equitable and empowered borough.
- 7.2 We operate a process to ensure Diverse Recruitment Panels (see Appendix B)
- 7.3 Decisions will be documented at each stage of the recruitment process in order that selection decisions can be justified.

8. Other Implications

None to note.

9. Schedule of Background Papers

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Job Description



Job Title: Director of Young People and Opportunities	Service Area: Young People and Opportunities	
Directorate: Children and Young People Services	Post number	Evaluation Number: LBN 795
Grade: SMR D	Date last updated: September 2025	

People at the heart of everything we do

We are committed to putting people – Newham residents and Council staff – at the heart of all we do. Our approach is a collaborative joint enterprise between residents, the Mayor, Members, Council staff and the Corporate Management Team.

Equality and diversity

We are committed to and champion equality and diversity in all aspects of employment with the London Borough of Newham. All employees are expected to understand and promote our Equality and Diversity policy in the course of their work.

Protecting our staff and services

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.

Corporate parent

Every member of staff working for Newham Council should understand and fulfil our corporate parenting responsibilities for our looked after children that we have under the Children and Social Work Act 2017.

Overall Purpose

To ensure the welfare and positive development of children and young people and adults, by directing, leading and managing universal, targeted and specialist services within the council and across the wider multi-agency partnership. Ensuring the delivery and commissioning of high-quality youth and play opportunities, working closely with council members, partners and service users.

- Providing effective support and intervention for vulnerable young people and young adults who are at risk of, or already involved in, the Criminal Justice System
- To ensure all management duties meet legal requirements and Council goals.
- To contribute to the direction, development and effective management of the Department. This is a high-profile post with a significant amount of member contact.
- To lead by example striving for excellent local authority services and youth commissioned services, high standards of performance and effective value for money.
- To lead the services within their remit to ensure they are efficient and effective to meet the agreed service objectives.
- To contribute to the leadership of the directorate as part of the senior management team and take the lead on cross departmental projects and leads.
- To contribute to the improvement agenda across the Council through participation in cross Council projects and initiatives as part of the leadership group of the council.
- To take responsibility for promoting and safeguarding the welfare of children and young person's / vulnerable adults in your care and those who you come into contact with.

Key Tasks and Accountabilities

1. To work directly to the Corporate Director of Children and Young People and provide senior leadership and direction across a multidisciplinary portfolio that includes targeted youth support, youth justice, NEET reduction, post-16 education, and the wider youth commissioning portfolio.
2. To set the overall strategic direction and develop the strategy for young people across the directorate and to develop a robust service plan that supports Council priorities and meets the needs of the people of Newham.
3. Lead the design and implementation of multi-year service plan that drive long-term innovation, impact, address complex social inequalities, and deliver measurable improvements in life outcomes for young people.
4. To lead in the development and implementation of key local and national strategy for the department ensuring effective joint working with other services, both internal

and external.

5. Accountable to effectively and efficiently manage a complex budget of circa £9m and successfully seek out opportunities for external funding, ensuring effective financial management and control with full responsibility for prioritisation, efficiency planning, MTFs savings delivery, and external income generation. This includes leading high-value commissioning cycles and ensuring contract performance and value for money.
6. Lead and govern complex partnership arrangements, ensuring joint commissioning, integrated delivery and shared accountability across police, health, education, voluntary sector and justice agencies. Develop innovative and complex partnership arrangements, using negotiation and influence to widen your strategic operating capacity at a sub-regional and regional level.
7. To ensure clear safeguarding policies, practices and accountabilities for all and ensure child and vulnerable adult protection policies are in place and applied effectively.
8. To ensure robust quality assurance systems are in place and can drive external inspections.
9. To lead, manage and direct the service area to ensure its optimal performance and continuous improvement, as well as a strong reputation amongst the people of Newham and beyond.
10. To lead on all aspects of work and be accountable for strategic developments and innovation in your area including high profile areas such as youth crime reduction and prevention, NEET reduction, and youth services proactively supporting and advising elected members in their roles.
11. To keep abreast and promote best evidence based practice and research findings to drive effective strategic service delivery and partnership working.
12. To drive continuous service improvement by conducting robust service and best value reviews, implementing agreed service improvements and seeking and maintaining external quality accreditation.
13. Lead continuous improvement, service innovation and performance assurance, embedding a culture of learning, co-production and quality assurance. Drive external accreditation and inspection readiness.
14. To actively develop cross-directorate, cross council and partnership working through leading and participating in cross cutting projects, taking a broad and inclusive approach to the delivery of objectives and liaising effectively with other functions in the directorate, wider Council and partners.
15. To actively lead on work with key partner agencies, in particular services such as the private and voluntary sector, the police, MOPAC (Mayor's Office for Policing and Crime), the National Probation Service (NPS) etc.
16. To actively lead on service planning and the development and implementation of strategy, policy and procedures for young people, offenders and victims, consulting with service users and other stakeholders as appropriate. To contribute to the development of strategic plans for Children and Young People Services and

the wider Council and partnership.

17. To lead the provision and strategic commissioning of responsive youth opportunities, targeted youth support, youth justice service functions and post 16 provision and other areas when required, implementing effective commissioning, contracting and procurement arrangements in the portfolio.
18. To drive innovation and deliver impact to improve the lives of Newham children, young people and adults.
19. To ensure that duties are undertaken in compliance with all relevant policies, in line with the Council's commissioning framework and public procurement regulations.
20. To undertake other duties commensurate to the grade of the post.

Additional responsibilities

1. To use and assist others in the use of information technology systems to carry out duties in the most efficient and effective manner.
2. To achieve agreed service outcomes and outputs, and personal appraisal targets, as agreed by the line manager.
3. 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.
4. 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.
5. 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.
6. To ensure that duties are undertaken with due regard and compliance with the Data Protection Act and other legislation.
7. To carry out duties and responsibilities in accordance with the Council's Health and Safety Policy and relevant Health and Safety legislation.
8. At all times to carry out responsibilities/duties within the framework of the Equal Opportunities Policy.
9. To deputise for the Corporate Director of Children and Young People's services.

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

Job Title: Director of Young People and Opportunities	Service Area: Young People and Opportunities	
Directorate: Children and Young People Services	Post number	Evaluation Number: LBN 795
Grade: SMR D	Date last updated: September 2025	

CRITERIA	METHOD OF ASSESSMENT
KNOWLEDGE	
Essential	
<ul style="list-style-type: none"> • Good knowledge of relevant regulatory frameworks and best practice in relation to young people with a particular expertise on youth safety. 	Application Form/Interview
<ul style="list-style-type: none"> • Expertise across youth services and strong understanding of all partners within local area partnership. 	Application Form/Interview
<ul style="list-style-type: none"> • Models of effective partnerships/partnership working to secure rapid and sustained service improvement and school-to-school support. 	Application Form/Interview
<ul style="list-style-type: none"> • Strong, up to date knowledge of the lived experience of young people and an ability to reflect on how we best empower the system. 	Application Form/Interview
Desirable	
<ul style="list-style-type: none"> • Understanding of the key issues and opportunities currently being experienced by London. 	Application Form/Interview
<ul style="list-style-type: none"> • A comprehensive understanding of the relevant legal, political, operational, commercial and social 	Application Form/Interview

<p>community aspects of a similar complex environment.</p>	
<p>EDUCATION AND QUALIFICATIONS:</p> <p>Essential</p> <ul style="list-style-type: none"> • Educated to degree-level. • A relevant professional qualification. 	<p>Application Form</p> <p>Application Form</p>
<p style="text-align: center;">EXPERIENCE:</p> <p>Essential</p> <ul style="list-style-type: none"> • Significant experience of senior leadership in universal, targeted and statutory services to young people. • Experience of leading development of a local, system-wide service improvements. • Strategic planning, commissioning and performance frameworks in a multi-disciplinary and partnership environment. • Proven successful experience of achieving substantial improvements in outcomes translating ambition into real achievement. • Demonstrable success as a service leader in relevant areas in a local authority or large organisation. • Successful experience of engaging and with a diverse range of young people and stakeholders in planning and development and co-production of services. 	<p>Application Form</p> <p>Application Form/Interview</p> <p>Application Form/Interview</p> <p>Application Form/Interview</p> <p>Application Form/Interview</p> <p>Application Form/Interview</p>

<ul style="list-style-type: none"> • Excellent track record of financial and people management. • Demonstrable commitment to equality, diversity and inclusion in both service provision and own leadership approach. • Experience of effective working with elected Members, central government and government agencies • Working collaboratively with colleagues and partners to achieve and deliver organisational success which improves outcomes and experiences for children and young people. • Managing and planning the use of resources effectively, including delivering outcomes within budgetary limits through contract and performance management. • Working successfully as a line manager to develop a high performing team within a politically led environment. 	<p>Application Form/Interview</p> <p>Application Form/Interview</p> <p>Application Form/Interview</p> <p>Application Form/Interview</p> <p>Application Form/Interview</p> <p>Application Form/Interview</p>
<p style="text-align: center;">SKILLS AND ABILITIES:</p> <p>Essential</p> <ul style="list-style-type: none"> ▪ Displays an awareness, understanding and commitment to the protection and safeguarding of children and young people and vulnerable adults ▪ Ability to engage effectively with children, young people and partners in commissioning, implementing and reviewing services. ▪ Ability to develop and sustain partnerships across teams. ▪ Ability to be an effective advocate for and representative of the Council. 	<p>Application Form/Interview</p> <p>Application Form / Interview</p> <p>Application Form / Interview</p> <p>Application Form/Interview</p>

<ul style="list-style-type: none"> ▪ Ability to implement service redesign effectively and to agreed timescales. ▪ Ability to manage and interpret budgetary and financial information. ▪ Excellent written and oral communication skills. ▪ Substantial knowledge and experience of the contribution of early intervention and prevention to protect vulnerable children and adults ▪ Strong capability to use performance data to inform day to day and strategic action to see well ahead ▪ Ability to work in a political context and provide balanced advice and guidance on strategic issues ▪ Ability to lead substantial organisational and service change to timetable and budget and to deliver the directorate and council's priorities ▪ Ability to inspire, lead and motivate a team of staff, build successful teams and provide effective leadership and clear vision ▪ Ability to manage complex budgets, projects and programmes 	<p>Application Form/Interview</p>
<p>PERSONAL STYLE AND BEHAVIOUR:</p> <p>Essential</p> <ul style="list-style-type: none"> ▪ Ability to create an inclusive environment where diversity is value and colleagues are supported to thrive in their roles. ▪ Highly skilled compassionate, collaborative leader who leads with clarity, utilises co-production wherever possible and places the community at the heart of all policies and practices. 	<p>Interview</p> <p>Interview</p>

<ul style="list-style-type: none"> ▪ Highly developed interpersonal and influencing skills, capable of managing internal and external relationships with sensitivity and direction ▪ Ability to deal with ambiguity, change and uncertainty in a solution-focused and relational way. ▪ Ability to think creatively and courageously demonstrating a commitment to bringing about positive change. ▪ Enjoys working in a dynamic environment, with a wide range of colleagues, partners and stakeholders. 	<p>Interview</p> <p>Interview</p> <p>Interview</p> <p>Interview</p>
<p>OTHER SPECIAL REQUIREMENTS:</p> <p>Willingness and ability to work occasional evenings to attend meetings and maintain service delivery.</p> <p>This post is subject to an enhanced DBS check.</p> <p>This post is exempt from The Rehabilitation of Offenders Act (1974)</p>	<p>Application Form</p> <p>Application Form</p> <p>Satisfactory clearance at conditional offer stage.</p>

Diverse Recruitment Panels

Supplementary Guidance to the Recruitment and Selection Policy

This guidance should be followed whenever a manager wishes to fill:

- a permanent, fixed-term or casual/sessional vacancy
- a secondment or acting up opportunity

Managers who are hiring agency workers should seek to follow this guidance where practicable. However, it is recognised that this will not always be possible – for example, when hiring an agency worker to cover an unexpected absence.

1. Recruitment panels are responsible for shortlisting and selecting a candidate to fill a vacant role.
2. The panel's primary responsibility is to ensure that recruitment to the vacant role is undertaken in line with the council's recruitment and selection policy, which has been designed to ensure that recruitment is always open, fair and transparent.
3. It is good practice for members of a recruitment panel to discuss how they will work together before the recruitment process begins.
4. Recruitment panels must always be diverse. Research shows that when employers use diverse panels, they consistently recruit more diverse candidates. Diverse panels:
 - promote the council to candidates by demonstrating our commitment to diversity, inclusion and living our HEART values
 - provide candidates with greater confidence that they will be assessed fairly
 - lead to better selection decisions by reducing the impact of unconscious bias
 - create opportunity for more employees to be involved in recruiting new colleagues
 - reinforce the council's commitment to ensuring that recruitment is always open, fair and transparent

What does a diverse recruitment panel mean?

5. There are many different aspects to diversity. It includes those characteristics protected by the Equality Act: age, disability, ethnicity, sex and gender reassignment, marriage and civil partnership status, pregnancy and maternity status, religion or belief and sexual orientation. It also extends beyond the

definitions in the Act to include characteristics such as accents, communication style, physical appearance and socio-economic status, as well as the wider lived and cultural experiences that contribute to shaping our individual identities.

6. No one panel can represent all these aspects of diversity and, in any case, not all diversity is visually apparent. Recruitment panels should be assembled thoughtfully with the aim of conveying to candidates that “diversity exists here” and guarding against sameness and groupthink. As a minimum:
 - all panels should consist of at least three people
 - all panels should be ethnically diverse and no panel should consist of people who all share the same ethnicity
 - all panels should be gender diverse
7. There is no requirement for everyone on a recruitment panel to be more senior than the role that is being filled. Involving employees at the same, or a lower, grade can positively enhance the panel’s perspective and offer a valuable development opportunity to the participating employee(s). Similar benefits can be achieved by involving colleagues from outside the recruiting service.

Stakeholder panels

8. If a recruitment process includes the use of stakeholder panels, they should be diverse and assembled in line with this guidance.

Use of recruitment agencies

9. If a recruitment agency is engaged to conduct preliminary interviews on behalf of the council, they should ensure their panels are diverse. It may be helpful to share this guidance with the agency directly.

Exceptions

10. From time to time, there may be practical factors that impact on compliance with this guidance – for example, if a panel member is unwell on the day of interviews and their absence reduces the diversity of the panel. In these circumstances, the recruitment process may continue so long as the hiring manager has obtained approval from their Corporate Director.
11. When hiring an agency worker, managers are only expected to follow this guidance where practicable. If it is not practicable to follow this guidance, there is no requirement to seek Corporate Director approval.

For further advice

12. Please contact HR via newham.hrsupport@newham.gov.uk.

When will this guidance be reviewed?

This guidance was issued on:	July 2024
It will be reviewed by:	July 2026

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