



NOTICE OF BOURNEMOUTH, CHRISTCHURCH AND POOLE SHADOW EXECUTIVE COMMITTEE

Date: Friday, 15 June 2018 at 9.30 am

Venue: Committee Suite, Poole Civic Offices, Poole, BH15 2RU

Councillor	Authority
John Beesley	Bournemouth
Philip Broadhead	Bournemouth
John Challinor	Poole
Blair Crawford	Bournemouth
Anne Filer	Bournemouth
David Flagg	Christchurch
Mike Greene	Bournemouth
Nicola Greene	Bournemouth
May Haines	Poole
Trish Jamieson	Christchurch
Jane Kelly	Bournemouth
Robert Lawton	Bournemouth
Ian Potter	Poole
Karen Rampton	Poole
Janet Walton	Poole
Mike White	Poole

All Members of the Shadow Executive are summoned to attend this meeting to consider the items of business set out on the agenda below.

The press and public are welcome to attend

If you would like any further information on the items to be considered at the meeting please contact: Matt Wisdom (01202 451107 or matthew.wisdom@bournemouth.gov.uk)

Press enquiries should be directed to Ceri Lewis: Tel: 01202 795455 or email clewis@christchurchandeastdorset.gov.uk

This Notice of Meeting and all the papers mentioned within it are available at moderngov.bcpshadowauthority.com

Jane Portman
Designated Interim Head of Paid Service



Available online and on
the Mod.gov app



AGENDA

Items to be considered while the meeting is open to the public

1. Apologies

To receive any apologies for absence from Members.

2. Declarations of Interests

Councillors are required to comply with the requirements of the Localism Act 2011 regarding disclosable pecuniary interests. Declarations received will be reported at the meeting.

3. Election of Chairman

To elect the Shadow Executive Committee Chairman.

4. Election of Vice-Chairman

To elect the Shadow Executive Committee Vice-Chairman.

5. Public Issues

To receive any public questions or statements submitted in accordance with the Constitution.

The deadline for the submission of public questions is 10.00 am on Monday 11 June 2018.

The deadline for the submission of a statement is 12.00 noon on Thursday 14 June 2018.

6. LGR Programme Implementation

See report circulated at 6.

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7. Parliamentary Orders

The Designated Interim Monitoring Officer will report verbally on the Parliamentary Orders and timetable.

8. Senior Appointments - Chief Executive

See report circulated at 8.

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9. Executive Committee Forward Plan

The Committee is asked to note that the Forward Plan will be prepared on behalf of the Leader for publication in accordance with the relevant legislation and Shadow Authority Constitution.

10. Calendar of Meetings

The Committee is asked to agree its calendar of meetings which will subsequently be published on the Authority's website.

- 11. Any other business - not being a key decision - of which notice has been received before the meeting and by reason of special circumstances, which shall be specified in the record of decisions, the Chairman is of the opinion that the items should be considered as a matter of urgency.**

No other items of business can be considered unless the Chairman decides the matter is urgent for reasons that must be specified and recorded in the Minutes.

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Bournemouth, Christchurch and Poole Shadow Executive Committee

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Report Subject	LGR Programme Implementation
Meeting date	15 th June 2018
Report author	Jane Portman, Interim Head of Paid Service & BCP LGR Programme Senior Responsible Officer Julian Osgathorpe, Programme Director BCP Programme
Contributors	Bournemouth, Christchurch & Poole Joint Committee Bournemouth, Christchurch & Poole Programme Board
Status/Classification	Public Non-Key Decision
Executive summary	This report sets out the implementation approach, plan and governance framework for the implementation of the BCP LGR Programme.
Recommendations	The Shadow Executive Committee is asked to: <ol style="list-style-type: none"> 1. Note the progress made by the Bournemouth, Christchurch and Poole Joint Committee in preparing for the successful implementation of the Local Government Reorganisation Programme for the Bournemouth, Christchurch and Poole Council 2. Approve and adopt the implementation approach, plan and governance framework previously approved and adopted by the Bournemouth, Christchurch and Poole Joint Committee, subject to the replacement of references to the BCP Joint Committee with the appropriate new governance arrangements 3. Confirm that the Programme Director and officers within the programme team constitute the Central Implementation Team for the purposes of the requirements of the Structural Changes Order, and that the Programme Director be deemed to be the Leader of the Team for the purposes of the Order.
Reasons for recommendation	To note and adopt the approach to the Bournemouth, Christchurch & Poole Local Government Reorganisation programme to prepare for local government reorganisation in Dorset and to comply with the requirements of the Structural Changes Order, as further clarified in the legal implications section of this report

Background detail

1. The Bournemouth, Christchurch and Poole (BCP) Joint Committee was made up of representatives of four Dorset councils; Bournemouth Borough Council, Christchurch Borough Council, Borough of Poole and Dorset County Council.
2. The BCP Joint Committee was responsible for convening and directing a complex programme to implement the significant changes arising from the Local Government Reorganisation proposals for Dorset.
3. The BCP Joint Committee approved a programme governance framework to oversee, direct and manage the delivery of LGR within the Bournemouth, Christchurch and Poole area. This framework can be summarised as comprising and functioning as follows
 - a. BCP Joint Committee – Nominated councillors from the preceding authorities to provide strategic direction and oversight of the programme
 - b. Programme Board – Chief Executives, Managing Director and Senior Officers from the preceding authorities to be accountable for the delivery of the programme workstreams, budgets, resource allocation along with the management of key risks and issues arising from the programme activities
 - c. Programme Director/Manager/Team – responsible for day to day delivery of the programme workstreams, budgets, resources and the identification, mitigation and resolution of risks and issues
4. The BCP Joint Committee approved a programme divided into three phases in order to help create and maintain a robust means of focusing, prioritising and managing work, resources, cost and deliverables. These phases are described as
 - a. Creating the new unitary authority
 - b. Delivering senior staffing structures and business functionality for April 2019
 - c. Designing and building the new local authority
5. The initial resource and budget estimates for the completion of Phase 1 and the delivery of Phase 2 were agreed at the BCP Joint Committee on 16th April 2018. As a result of this decision, the BCP Programme Board has delegated authority to utilise the budget of £1.16m allocated by the preceding authorities to the BCP unitary.
6. Monitoring of the agreed budgets and resources was agreed to be provided on a quarterly basis to the BCP Joint Committee or BCP Shadow Executive Committee once formed. With the full mobilisation of Phase 2 of the programme, additional resource requirements to support the continued delivery of day to day services while also meeting the demands of the programme were agreed to be quantified and notified to the BCP Joint Committee or the BCP Shadow Executive Committee once formed.
7. The following BCP Joint Committee papers are available to view at <https://bcpsshadowauthority.wordpress.com/meetings/> and set out in full detail the information supporting the progress and decisions referred to above:
 - a. BCP Joint Committee paper 30th October 2017 setting out the initial governance arrangements
 - b. BCP Joint Committee paper 30th October 2017 setting out the initial phases of the programme and the core rationale for them
 - c. BCP Joint Committee paper 21st November 2017 setting out the high-level programme gantt chart as well as cost categorisation and apportionment methodologies

- d. BCP Joint Committee paper 16th April 2018 providing an updated high level programme gantt chart, the delivery methodology for Phase 2 of the programme, estimates of the initial costs to deliver Phases 1 and 2 along with revisions to the governance framework.
8. There are no material changes to the information provided in these reports, and the programme is progressing satisfactorily within the framework. Notwithstanding this, the programme is complex and the time available to deliver it is extremely compressed.

Summary of Financial implications

9. There are no new financial implications arising from this report.

Summary of legal implications

10. Regulation 23 of the Structural Changes Order requires that the Shadow Executive Committee forms a team of officers not later than 21 days of the coming into effect of the Order to comprise a Central Implementation Team. The recommendations within this Report ensure compliance with this requirement within the relevant timescale. The team should consist of officers from each of the Borough councils, and the leader of the Team is to be an officer of one of the councils or the shadow authority. The Programme Director will be deemed to be the Leader of the Team, and is employed by one of the councils – the Borough of Poole.

Summary of human resources implications

11. There are no new human resources implications arising from this report.

Summary and Recommendations

12. The BCP Programme is being mobilised effectively and appropriately at this stage.
13. It is therefore proposed that there is no requirement for the BCP Shadow Executive Committee to change the arrangements approved by the BCP Joint Committee for the delivery of the programme.
14. The BCP Shadow Executive Committee is asked to:
 - a) Note the progress made by the Bournemouth, Christchurch and Poole Joint Committee in preparing for the successful implementation of the Local Government Reorganisation Programme for the Bournemouth, Christchurch and Poole Council
 - b) Approve and adopt the implementation approach, plan and governance framework previously approved and adopted by the Bournemouth, Christchurch and Poole Joint Committee, subject to the replacement of references to the BCP Joint Committee with the appropriate new governance arrangements
 - c) Approve the arrangements whereby the current Programme Director be deemed to be the Leader of a Central Implementation Team for the purposes of the Structural Changes Order and for the programme team to be the Central Implementation Team for this purpose.

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Bournemouth, Christchurch and Poole Shadow Executive Committee

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Report Subject	Senior Appointment – Chief Executive
Meeting date	15 th June 2018
Report Author	Saskia de Vries, Service Director – Human Resources & OD Bournemouth & Poole
Contributors	Members of the Senior Appointments Task and Finish Group – Cllr Janet Walton, Cllr John Beesley, Cllr Mike White, Cllr Nicola Greene, Cllr Sally Derham Wilkes, Cllr David Flagg, Jon Burrows, Julian Osgathorpe
Status/Classification	Public Non-Key Decision
Executive summary	The report sets out the Task and Finish Group's recommendations regarding the process for the appointment of the Chief Executive to the new authority.
Recommendations	The Shadow Executive Committee is asked to: <ol style="list-style-type: none">1. Approve the Job Description and Role Profile for the role of Chief Executive as set out at appendices 1 and 22. Approve the recruitment process and timetable for the role of Chief Executive as set out at appendix 33. Approve the salary range for the recruitment to the role of Chief Executive as set out at paragraph 2.5
Reason for Recommendations	To allow sufficient time to successfully appoint a Chief Executive to the new authority, taking into consideration advertising, selection and potential notice periods for the successful candidate

1. Background Detail

1.1 A Task & Finish Group was set up to progress proposals for Senior Appointments, chaired by Councillor Janet Walton. The first meeting was held on 16th May. Actions arising to be brought back to the June meeting included the following for consideration;

- Characteristics of the successful candidate
- Job Description and Role Profile
- Process and supporting information for the recruitment process
- Timetable for the recruitment process
- Salary range for the role

1.2 Key questions and issues were discussed in relation to the appointment of a Chief Executive for the new authority. Following these discussions, the following principles were adopted by the Task & Finish Working Group;

- The appointment for this position should be via external open competition;
- the position should be filled by December 2018 to fully support the setup of the new authority in 2019, and;
- the Local Government Association (LGA) and an external recruitment partner would be engaged to support with the appointment.

2. Progress

2.1 Penna, an established executive recruitment consultancy with significant experience of the local government market have been engaged to support the search and selection for the Chief Executive

2.2 The Job Description and Role Profile have been created with the support of the LGA and Penna and reviewed and agreed by the Task & Finish Group. These are attached as Appendix 1 and 2.

2.3 While the Job Description and Role Profile are attached for approval, it will be important to ensure wider elected member engagement to ensure that the right candidates are attracted.

2.4 A proposed timetable for this appointment has been drafted as below; this will allow sufficient time to plan a succinct advertising strategy and prepare attractive recruitment documentation.

Activity	Date	Detail
Advert & executive search live	12 th July	Advertising across publications and digital forums
Closing date	17 th August	
Interested candidate reports prepared	w/c 20 th August	Prepared by Penna and emailed
Longlist meeting	w/c 27 th August	Facilitated by Penna in person

Preliminary Interviews	w/c 3 rd September	Penna alongside an agreed Technical Assessor (Current or previous large unitary CE)
Shortlist meeting	w/c 10 th September	Facilitated by Penna in person
Assessment centre	w/c 17 th September	Psychometrics tests online Internal/External Stakeholder Written Exercises
Final panel Interviews	w/c 24 th September	Presentation at beginning of interview

2.5 Comparative data was requested from the LGA and Penna in regards to comparative positions within similar unitary councils from around England. Analysis of this pay data suggests that if the new council is to be competitive in the market and attract candidates of the appropriate quality, the salary for the Chief Executive should be within the range of £160,000 - £180,000.

3. Summary of Financial Implications

3.1 There are no new financial implications arising as a result of this report.

3.2 The costs and budget for the engagement of the recruitment consultants are within existing resources approved for the BCP LGR Programme.

4. Summary of Legal Implications

4.1 There are no new legal implications arising as a result of this report.

5. Summary of Human Resources Implications

5.1 There are no new human resources implications arising from this report.

5.2 Engagement with individuals impacted by the process outlined in this report has been undertaken.

6. Summary & Recommendations

6.1 The recruitment of the Chief Executive for the new authority is a critical process for the successful creation of the new authority, as well as delivery of the BCP LGR programme.

6.2 In order to ensure both the timeliness and effectiveness of the process the Shadow Executive Committee is asked to

- Approve the Job Description and Role Profile for the role of Chief Executive
- Approve the recruitment process and timetable for the role of Chief Executive
- Approve the salary range for the recruitment to the role of Chief Executive

Background papers:

None.

Job Description

Chief Executive

Salary

Service/Team	Executive Leadership Team
Reports to	The Leader of the Council and the Cabinet
Responsible for	Executive Leadership Team As Head of Paid Service – All employees of the council
Number of posts	1

Job Overview

To improve the quality of life for residents by providing outstanding strategic and organisational leadership to create, embed and sustain the new council.

Key Responsibilities

- Work with Elected Members to create a meaningful vision and strategy that translates into operational reality
- Act as the statutory Head of Paid Service and be accountable for organisational performance and the deployment of resources
- Ensure the effective governance of the council and the legality, probity, integrity, proper public accountability and scrutiny of its decision-making processes
- Provide visible, authentic and inspirational leadership, role modelling a high performing, supportive culture
- Represent the council on external bodies and networks. Including at civic, local, regional and national events
- Demonstrate a commercial focus, which delivers the provision of essential services through a model that reduces cost and creates income generation opportunities
- Ensure that there is a choice of services available to residents that address wider needs within the local area; incorporating digital technology and modernisation opportunities
- Lead the new council to become an employer of choice, retaining jobs and the availability of expertise
- Use well developed interpersonal skills to create strong, positive working relationships. Taking a collaborative approach to decision making and driving meaningful partnerships with internal and external stakeholders to deliver programmes of sustainable investment
- Develop effective relationships and manage the synergy within the council, specifically the interfaces between Members and Officers at all levels
- Translate the plethora of future strategic demands into tangible and measurable policies, projects and programmes that add value
- Develop a culture of continuous improvement that encourages creativity and innovation
- Champion individual and collective learning and development opportunities, enriching the development of the workforce to maximise engagement and productivity

- Promote and celebrate the diversity represented in BCP and ensure that this is central to service delivery in terms of policy development and implementation and also to the style and culture of the organisation as a provider and employer
- Drive the digital agenda for the council creating new customer-centric operating models using technology for efficiency

Specific Qualifications and Experience

- Degree and post graduate qualification / MBA (or equivalent experience)
- Experience of leading a complex and diverse organisation which operates within a political environment
- Have a portfolio career evidencing work across a range of sectors / services
- Experience of championing horizontal and vertical collaboration across an organisation
- A strong and experiential understanding of democratic arrangements, effective governance and scrutiny
- Evidence of developing a high performance, cost effective culture for an organisation, which delivers outstanding outcomes, through a variety of mechanisms, including structure, working methods, reward, contracts, etc.

Personal Qualities & Attributes

- Demonstrable commitment to continuous professional development and active participation in regional and national networks
- Demonstrates a broad and sophisticated repertoire of leadership behaviours underpinned by strong ethics and personal values
- Ability to operate at both an operational and strategic level and understand the difference
- Maintains good self-awareness both through personal reflection, analysis of performance and not afraid to regularly seek feedback from others
- Able to generate support and loyalty at all levels winning hearts and minds and overcoming barriers
- Innovative, adaptable and flexible to change
- Resilient, courageous and tenacious in seeing things through
- Maintains good life work balance and ensures a lifestyle that supports effective performance and resilience levels

Job Requirements

- Must hold a valid UK driving licence and have access to either their own car or a pool car to undertake the duties of the role.

Role Profile – Leadership Tier 1

Chief Executive

Draft

Competencies

<p>Managing, Leading and Developing Others</p>	<p>Manage executive leaders across a range of major functions</p> <p>Set the expectations for the continual professional development of the workforce to achieve service aims and ensure statutory and best practice outcomes are achieved</p> <p>Empower people managers by setting out clear vision and direction that supports decision making and accountability</p> <p>Visibly engage with, inspire and develop the workforce to deliver the best outcomes for customers regardless of organisational boundaries and support the collaboration and integration of services across the council</p> <p>Role model enthusiasm and commitment to delivering excellent services which have considered the diverse needs of customers</p> <p>Embed a culture of continuous improvement and effective problem solving across the organisation. Effectively engaging people managers and their teams through change programmes</p>
<p>Knowledge and Skills</p>	<p>Degree and Post graduate management qualification / MBA (or equivalent experience) supplemented with relevant continuous professional development</p> <p>Deep, specialist knowledge and skills across a range of service areas (including legal and regulatory requirements and the risks of non-compliance) gained through extensive experience in several complex and demanding roles, including broader commercial awareness</p> <p>Proven experience in working effectively as part of a senior leadership team</p> <p>Managed, shaped and controlled allocated funding to ensure a balanced budget, savings and delivers adequate ROI to residents</p> <p>Thorough knowledge of effective change and stakeholder management principles gained through extensive experience</p> <p>Experience of leading within a complex political environment. Managing conflicting political priorities and steering a path to consensus</p>

	Be an expert in effectively navigating the political environment and establish positive relationships with Members
Creativity and Innovation	Take advantage of challenge, pressure and opportunity to transform the efficiency and effectiveness of the council and embed an adaptive culture in an environment that needs to make effective use of limited resources
	Able to see beyond the outputs of the council, encouraging deep collaboration and networking across industry to share learning, embrace experience and amplify expertise
	Work in partnership with external stakeholders and partners to support the delivery of best in class services and develop new commercial opportunities
	Encourage, recognise and celebrate creativity and innovation across the workforce
	Shape the strategic direction of the council ensuring that it is best in class and aligned to future needs
Relationships	Represent and promote the council, providing specialist advice and challenge to Members which demonstrates a high level of understanding across a range of services
	Achieve a high level of credibility in order to provide others with confidence in making well informed decisions
	Analyse complex information quickly, reaching and articulating decisions with clarity, to deliver solutions that command support
	Encourage collaborative working across the executive leadership to be able to communicate a direction which is consistent and understood by all
Decision making	Direct accountability for the delivery and performance of the council against current and future strategic objectives and service outcomes
	Make evidence based and outcomes focused decisions that will have a major impact on council policy and activity, using proactive risk management to ensure the quality of the service is maintained
	When faced with challenge or resistance, make decisions based on what's right, even if detrimental to self
Work Demands	Lead by example by effectively managing people, projects, budgets and activities
	Manage conflicting priorities and ensure that realistic objectives are set for the workforce in order to achieve success

Chief Executive Search & Selection Timetable

Activity	Date	Detail
<i>Task & Finish Group</i>	6 th June	Introductions from Penna Review Job Description, Role Profile and Timetable
<i>Project set up</i>	By 31 st June	JD/Role Profile (& other key documents) Microsite built Advertising mediums and materials (i.e. wording agreed and ordered)
<i>Advert & executive search live</i>	12 th July	
<i>Closing date</i>	17 th August	
<i>Sift reports prepared and sent to client</i>	w/c 20 th August	Prepared by Penna and emailed
<i>Longlist meeting</i>	w/c 27 th August	Facilitated by Penna in person
<i>Preliminary Interviews</i>	w/c 3 rd September	Penna alongside an agreed Technical Assessor (Current or previous large unitary CE)
<i>Shortlist meeting</i>	w/c 10 th September	Facilitated by Penna in person
<i>Assessment centre</i>	w/c 17 th September	Psychometrics tests online Internal/External Stakeholder Meetings Written Exercises
<i>Final panel Interviews</i>	w/c 24 th September	Presentation at beginning of interview

Considerations

- Draft timetable allows for a lengthy period for project set-up, allowing for the fact that many documents may need pulling together and agreeing for the new organisation
- It also allows for an extended search period factoring in summer holidays
- Works to support an appointment to be made by September end and a new appointment to be in place at end of the year/first thing 2019.

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