

Report subject	Chief Officer Appointments for BCP Council
Meeting date	9 November 2021
Status	Public Report
Executive summary	<p>This report invites the Council to approve new appointments to Chief Officer posts in accordance with the Council's Constitution and statutory requirements.</p> <p>Details of the recommended candidates will follow as an exempt submission. Further detail is outlined within this report.</p>
Recommendations	<p>It is RECOMMENDED that:</p> <p>Council approve the following appointments in accordance with the requirements of the BCP Constitution.</p> <ul style="list-style-type: none"> • Chief Operations Officer • Corporate Director of Children's Services <p>Note - Details of the preferred candidates will be circulated to Councillors as soon as they are available, before the meeting.</p>
Reason for recommendations	To comply with Part 4 – Procedure Rules of the BCP Constitution - Appointment of Head of the Paid Service, Chief Officers (Tier 2 Appointments), Monitoring Officer and Section 151 Officer

Portfolio Holder(s):	Cllr Drew Mellor
Corporate Director	Graham Farrant, Chief Executive
Report Authors	Graham Farrant, Chief Executive Susan Zeiss, Director of Law and Governance and Monitoring Officer for BCP Council Sarah Ray-Deane, Head of HR Jon Matthews and Tina Waugh, HR Business Partners
Wards	All
Classification	Decision

(a) Background Chief Operations Officer (COO)

Following the resignation of Kate Ryan, the current COO, it has been necessary to initiate a recruitment process for a replacement. There are no plans to change the scope of the COO role at this stage, although any minor adjustment of responsibilities is within the delegations of the Chief executive. The portfolio of responsibilities will continue to include:

- (i) Housing
- (ii) Community and Regulatory Services
- (iii) Environment
- (iv) Transport and Engineering
- (v) Planning
- (vi) Destination and Culture, including Seafront Operations, Leisure and Catering

A copy of the job description for the COO role is shown at Appendix 1.

(b) Director of Children's Services (DCS)

Ofsted undertook a focused visit of Children's Social Care in October 2020. The outcome of the visit highlighted critical areas that needed rapid improvements. The current interim DCS has been focusing on the implementation of a rapid improvement programme and has been preparing for a possible full inspection this autumn. During the Ofsted Annual Conversation it was acknowledged that BCP Council were on the right pathway for improvement. BCP Council are expecting a further Ofsted focused visit this Autumn before a full inspection, which is now expected to be in early 2022. This presents BCP Council with a window of opportunity to recruit a permanent DCS. This will enable a safe handover of the work required to complete the critical improvement tasks and opportunity to embed good working practice before a full inspection next year.

A copy of the job description for the DCS role is shown at Appendix 2.

2. Recruitment Process

(a) The Council's Constitution sets out the requirements for senior appointments as follows:

Article 11 - Officers 1. Management Structure

- 1.1. General - The Council may engage such staff (referred to as Officers) as it considers necessary to carry out its functions.
- 1.2. Chief Officers - The Council will engage persons for the following posts, who will be designated Chief Officers:
 - (a) Chief Executive and Head of Paid Service
 - (b) Directors who report directly to the Chief Executive within the line management structure
- 1.3. The process of selection and recruitment of the above Chief Officers shall be undertaken in accordance with provisions set out in the Employment and Procedure Rules - Part 4 of the Constitution.

- (b) Professional recruitment consultants were employed to provide the Council with appropriate professional advice and capacity for these important recruitments, which also ensured that a wide range of candidates were approached.

The Constitution states that Chief Officer roles should be advertised in such a way as is likely to bring it to the attention of persons who are qualified to apply for them. Both the DCS and COO roles have been advertised in the Municipal Journal (the MJ) a national online journal for local authority business, to ensure the council draws upon the widest pool of applicants.

- (c) The employment and procedure rules within the Constitution state that appointments will be made by Council following a process arranged by the Head of HR & OD and in consultation with the Leader of the Council.
- (d) The selection process for the COO role comprised of the following:-
- (i) Penna, an established executive search company for local government was selected to support the council in resourcing for the COO role.
 - (ii) Candidates were selected from a long list of applications and attended a technical interview facilitated by Penna and Andy Donald, former Chief Executive of London Borough and Redbridge Council.
 - (iii) Following the technical interviews, feedback was presented to panel members who agreed the shortlist.
 - (iv) Shortlisted candidates were invited to an Assessment Centre held on the 3 November where they were invited to present to the formal panel. Following the presentation, candidates were asked a range of competency based questions. The formal panel comprised of the following:-
 - Cllr Drew Mellor, Leader of the Council
 - Cllr Philip Broadhead, Deputy Leader and Portfolio Holder
 - Cllr Nicola Greene, Portfolio Holder
 - Cllr Vikki Slade, Opposition member
 - Cllr Stephen Bartlett, Independent member
 - Graham Farrant, Chief Executive
 - Sarah Ray-Deane, Head of HR

- (v) Candidates were also required to undertake a timed financial exercise and attend a networking lunch. The lunch was attended by the selection panel, members of the council's Corporate Management Board and Place tier 3 officers.
- (e) The selection process for the DCS role comprised of the following:-
- (i) Hampton's Resourcing, an established executive search company specialising in the social care sector was selected to support the council in resourcing for the DCS role.
 - (ii) Candidates were selected from a long list of applications and attended a technical interview facilitated by Hampton's and Ana Popovici, Director of Children's Services, London Borough of Wandsworth.
 - (iii) Following the technical interviews, feedback was presented to panel members who agreed the shortlist.
 - (iv) Shortlisted candidates were invited to an Assessment Centre held on the 1 November where they were invited to present to the formal panel. Following the presentation, candidates were asked a range of competency based questions. The formal panel comprised of the following:-
 - Cllr Drew Mellor, Leader of the Council
 - Cllr Nicola Greene, Portfolio Holder
 - Cllr Sandra Moore
 - Cllr Mike White, Portfolio Holder
 - Graham Farrant, Chief Executive
 - Anthony Douglas, DfE Advisor
 - Sarah Ray-Deane, Head of HR
- (v) Candidates were also required to present to a stakeholder and children and young people panel and undertake a timed financial exercise and a networking lunch. The lunch was attended by the selection panel, members of the council's Corporate Management Board and Place tier 3 officers.
- (f) At the time of writing, it is not possible to provide details of the recommended candidates for either role. This is due to the timing of the agenda for this meeting being published on 1 November 2021, before the outcome of the Assessment Centres is known. Recommended candidate details will follow as an exempt submission.
- (g) Subject to Council approval, it is proposed that the recommended candidates be appointed.
- (h) In addition, an interim appointment of Chief Operations Officer was advertised to all existing service Directors across the Council in order to make a short-term interim appointment to cover the gap between Kate Ryan leaving the Council's employment in early December and the successful permanent replacement arriving, which will be subject to notice periods and detailed contractual arrangements. Expressions of interest were received and following a reduced interview process a preferred candidate will be recommended to the Council for appointment on an interim basis.
- (i) An organisation chart detailing the Corporate Management Board is included at Appendix 3.

3. Summary of financial implications

There are no additional financial implications arising from the report, as the roles are within the current establishment budget.

4. Summary of legal implications

There are no legal implications arising from this report.

5. Summary of environmental impact

There are no environmental implications arising from this report.

6. Summary of public health implications

There are no public health implications arising from this report.

7. Summary of equality implications

As indicated earlier in this report, the DCS and COO roles have been advertised in the Municipal Journal (the MJ) a national online journal for local authority business, to ensure the council draws upon the widest pool of applicants from all backgrounds.

Candidates were invited to highlight any adjustments they needed to ensure they were able to fully participate in all aspects of the Assessment Centre. Selection and assessment for the roles was based upon predefined behaviours and competencies that will be required by the postholder, to perform well in the role.

8. Summary of risk assessment

There are no increased risks arising from this report.

9. Background papers

None

10. Appendices

Appendix 1 – Role profile for the Chief Operations Officer role.

Appendix 2 – Role profile for the Director of Children's Services role.

Appendix 3 – BCP Corporate Structure, Corporate Management Board (CMB)

Appendix 1

Job Description

Chief Operations Officer

Reports to	Chief Executive
Direct Reports	Service Directors (x 5), Heads of Service (x 1)
Number of posts	1

To improve the quality of life for residents by leading the place portfolio to deliver world class sustainable services where people can access all they expect of a modern, thriving urban area

Key Responsibilities

- Engage the Executive Leadership Team and elected Members to support the creation of a meaningful vision and strategy that translates into operational reality, championing horizontal and vertical collaboration across the Council
- Drive the transformation agenda for the council creating new customer-centric operating models using the newest available technology to achieve greater efficiency
- Ensure the delivery of world class services across the Environment, Housing, Communities, Destination & Culture, Transport & Engineering and Planning services.
- Provide dynamic and inspirational leadership to the directorate, role modelling a high performing, supportive culture to managers that can be embedded at all levels
- Ensure the balanced delivery of the directorate budget
- Develop, lead, and implement the place strategy, ensuring that the Council's approach is coherent and well-articulated
- Develop and commission the delivery of best value, customer facing strategies to ensure environmental sustainability through effective programmes and partnerships
- Develop and embed key procurement strategies reviewing the contracting arrangements for place services in the directorate which will require focused professional oversight in commissioning to deliver intended outcomes, represent long-term value and maintain acceptable levels of risk
- Lead capital investment programmes
- Develop world-leading relationships with a range of stakeholders including business, government agencies, community, local authorities, universities and community planning partners at both a local, national and international level
- Demonstrate a forward-thinking and commercial focus, which delivers the provision of essential services through a model that reduces cost and creates income generation opportunities
- Ensure that place services are robust and address the wider needs of the local area; incorporating digital technology and modernisation opportunities where possible translate the plethora of future strategic demands into tangible and measurable policies, projects and programmes that add value
- Lead a culture of continuous improvement that encourages creativity and innovation
- Role model the Council's Values and Behaviours
- Champion individual and collective learning and development opportunities, enriching the development of the directorate 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
- To participate in the Council's Duty Gold on-call rota, providing resilience and major incident response leadership when required, and to undertake appropriate training as set out in the emergency response plan and ensure these skills are kept up to date
- To ensure appropriate business continuity plans and emergency response procedures are in place for the directorate

Specific Qualifications and Experience

- Substantial knowledge and experience at a senior level in place based services such as land use, planning and transportation, engineering, housing, communities and environmental
- Broad based knowledge of place services gained in either the public or private sector
- Have a portfolio career evidencing work across a range of sectors / services
- Evidence of cultivating a high performance, cost effective culture, which delivers outstanding outcomes through a variety of mechanisms, including structure, working methods and contracts

Personal Qualities & Attributes

- Demonstrable commitment to continuous professional development and active participation in regional and national networks within area of focus
- 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 through personal reflection, analysis of performance and by regularly seeking feedback from others
- Able to generate support and loyalty at all levels, winning hearts and minds and overcoming barriers
- Innovative, flexible and a champion of change
- Resilient, courageous and tenacious in seeing things through
- Maintains good work/life balance and 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

Appendix 2

Job Description

Director of Children's Services

Reports to Chief Executive

Responsible for Service Directors, Heads of Service

To improve the quality of life for residents by providing outstanding strategic and organisational leadership to ensure that the needs of children, young people and their families are understood, and the Council strives towards positive outcomes for all.

Number of posts 1

Job Overview

Key Responsibilities

- Statutory function for the Director of Children's Services (DCS) and Caldicott Guardian
- Engage the Executive Leadership Team and elected Members to support the creation of a meaningful vision and strategy that translates into operational reality, championing horizontal and vertical collaboration across the Council
- Provide dynamic and inspirational leadership to the directorate, role modelling a high performing, supportive culture to managers that can be embedded at all levels
- Ensure the balanced delivery of the directorate budget
- To develop and implement effective policy and strategy on all matters relating to Children's Services
- To provide leadership and to co-ordinate the combined efforts of services to deliver improved educational outcomes and secure effective social care support, safeguarding and protection services through multi-agency delivery
- Lead pupil place planning and the capital programme to support the delivery of plans in cooperation with schools
- Provide leadership and work closely with schools around the dedicated schools grant
- To be accountable for education and improvement outcomes in maintained schools
- Be responsible for the statutory functions set out in Section 18 of the Children Act, 2004
- Act as the office holder under the Safeguarding Vulnerable Groups Act of 2006
- Work closely with the Lead Member for Children's Services to provide a clear and unambiguous line of local accountability for Children's Services, exchange information and views and be open to challenge, in order to fulfil statutory responsibilities effectively
- Develop and deliver strategic direction for the Council's Children's Services ensuring all offered services contribute to improving outcomes for children and young people and meet legal and statutory obligations
- To promote the interests of children, young people and families across the full range of local public services, including planning, housing, transport and leisure
- Maintain a strategic overview of all education issues, including the sufficiency of school and early years' places, the effectiveness of schools and settings and the outcomes achieved
- To be accountable for education and improvement outcomes in maintained schools

- Lead the development of shared priorities, governance arrangements and performance standards with multi-agency partners to deliver citizen-focused, integrated services for children, families and young people across the areas of: looked after children; safeguarding; school improvement; learning and development; SEN and disabilities; alternative education provision; targeted youth support; early help and intervention for vulnerable children and young people
- Be responsible for safeguarding, Cabinet Member liaison and attending multi-agency groups such as the Children's Trust Board
- Act as the lead on child protection, looked after children and other vulnerable children, young people and families
- Lead officer for OFSTED
- Lead the arrangements across the Council to hear the Voice of the Child to inform the development of thought-out, customer centric services
- Develop world-leading relationships with a range of stakeholders including business, government agencies, community, local authorities, universities and community planning partners at both a local, national and international level
- Demonstrate a forward-thinking and commercial focus, which delivers the provision of essential services through a model that reduces cost and creates income generation opportunities
- Translate the plethora of future strategic demands into tangible and measurable policies, projects and programmes that add value
- Lead a culture of continuous improvement within the directorate that encourages creativity and innovation
- Champion individual and collective learning and development opportunities, enriching the development of the directorate 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 the newest available technology to achieve greater efficiency
- To participate in the Council's Duty Gold on-call rota, providing resilience and major incident response leadership when required, and to undertake appropriate training as set out in the emergency response plan and ensure these skills are kept up to date
- To ensure appropriate business continuity plans and emergency response procedures are in place for the directorate

Specific Qualifications and Experience

- Evidence of continuing professional development to demonstrate up-to-date knowledge and understanding of the legislation pertaining to the wider field of Children's Services
- In-depth experience at a senior managerial level of successfully managing significant Children Services initiatives with a detailed understanding of the role of Children's Services and experience of programmes targeted at disadvantaged groups
- Experience leading successful change programmes that focus on improved service delivery to end users and increased value for money
- Significant experience working in Children Social Services
- Significant experience in the preparation and presentation of complex social care strategy and policy documents and reports
- Experience of developing successful cross-sector and or multi-disciplined partnerships working both as a contributor and in a leadership role

Personal Qualities & Attributes

- 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 through personal reflection, analysis of performance and by regularly seeking feedback from others
- Able to generate support and loyalty at all levels, winning hearts and minds and overcoming barriers
- Innovative, flexible and a champion of change
- Resilient, courageous and tenacious in seeing things through
- Maintains good work/life balance and 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

Appendix 3

Corporate Leadership Team – Tier 1 and 2

