

Chief Officer Appointments Committee

23 May 2016



Post of Corporate Director, Children and Young People's Services – Interim and Permanent Appointment

Post of Corporate Director, Adult and Health Services - Interim and Permanent Appointment

Report of Terry Collins, Chief Executive Officer

Purpose of the Report

- 1 To seek approval to initiate an interim recruitment exercise and a permanent recruitment exercise for the following posts:
 - Corporate Director Children and Young People's Services;
 - Corporate Director Adult and Health Services.
- 2 To seek approval to procure and engage the services of an Executive Search Consultant to support an external recruitment exercise for both of the above permanent appointments.
- 3 To consider the method and timetable for both the interim and the permanent recruitment exercises detailed above.
- 4 To propose that power be delegated to the Chief Executive Officer (CEO) to make an interim appointment following an external procurement exercise to the post of Children and Young People's Services.

Background

- 5 Rachael Shimmin, Corporate Director Children and Adult Services (CAS) has secured the position of Chief Executive of Buckinghamshire County Council and has therefore submitted her resignation with the expectation that she will move to her new position in the summer 2016.
- 6 A report was presented and agreed by Council on 16 May 2016 which proposed a change to the existing Service Groupings within the Council, and sought approval to initiate a restructure exercise of the existing Corporate Management Team (CMT). The report also requested approval to undertake a recruitment exercise through the Chief Officer Appointments Committee (COAC) to any vacant posts remaining following the restructure process.

- 7 As part of the restructure proposals for CMT the current configuration of CAS has been reviewed to recognise the scale, significant risk, complexity, statutory requirements and the different policy directions for children and adults services which are inherent across these services. The proposal which was accepted by the Council is to split the service into two with a Corporate Director Adult and Health Services and a Corporate Director Children and Young People's Services.
- 8 To ensure continuity of service delivery and as an interim measure it is proposed that the post of Corporate Director Children and Young People's Services and the post of Corporate Director Adult and Health Services each be filled on an interim basis.
- 9 The Chief Officer Appointments Committee (COAC) has extensive experience of working very successfully with an Executive Search Consultant in order to secure appointments for the Council at this senior level. With the exception of the Chief Executive Officer (CEO) appointment in 2015 where it was deemed appropriate and beneficial to appoint from the internal pool of candidates, all permanent members of the current CMT were appointed following an external recruitment campaign supported by the services of a recruitment consultancy and an exercise is currently underway supported by an Executive Search Consultant to appoint to the post of Corporate Director Resources.

Proposed Recruitment Exercise – Interim Appointments

- 10 It is proposed that the interim appointment for the Adult and Health Services post will be advertised internally and suitably qualified Heads of Service will be eligible to apply for this post.
- 11 The recruitment process for the Corporate Director of Adult and Health will involve the submission of an application form, following which suitably qualified and experienced candidates will be invited to attend an interview with the COAC. At the interview candidates will be asked to deliver a pre prepared 10 minute presentation, the subject matter being agreed in advance with the COAC. Following their presentation candidates will be asked a range of questions as agreed by the COAC.
- 12 The proposal with regards to the interim appointment for the Corporate Director of Children and Young People's Services is based on the Service need to respond quickly to the challenges facing the Council following the outcome of the Ofsted inspection. It is therefore proposed that rather than circulate an internal advert, an external procurement exercise will be undertaken in order for the CEO with delegated powers to make an interim appointment to the Children and Young People's Services post. The Executive Search consultants will be asked to supply the names and details of candidates with significant relevant experience across the range of services for children at a Director level for this interim appointment.

13 Proposed Timeline for the Interim Appointments:

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|-----------------|---|
| 23/05/16 | <ul style="list-style-type: none"> • Report to the COAC recommending the format of the interim recruitment exercises |
| 23/05/16 | <ul style="list-style-type: none"> • Vacancy information circulated to all HOS for the Adult and Health Services post • Procurement exercise to make an interim appointment to the Children and Young People's Services |
| 30/05/16 | <ul style="list-style-type: none"> • Closing date for submission of application forms for the Adult and Health Services post |
| 09/06/16 | <ul style="list-style-type: none"> • Presentation and interview with COAC for the Adult and Health Services post |

Proposed Recruitment Exercise for the Permanent External Appointment to the post of Corporate Director Children and Young People's Services and the post of Corporate Director Adult and Health Services

14 To ensure a wide field of high level, high achieving candidates it is proposed that an Executive Search Consultant is appointed to aid the search and to provide the COAC with detailed information concerning individual candidates.

15 Primarily a successful recruitment should be a two way process. As with previous recruitment exercises the COAC would be afforded every opportunity to consider the candidates and the candidates, in turn, have the opportunity to consider and see Durham County Council as an employer of choice.

16 It is therefore proposed that should agreement be given to fill the posts of Corporate Director Children and Young People's Services and Corporate Director Adults and Health Services by external advertising the following will form the outline of the recruitment programme:

- **Advertise**
- **Long List** - Prior to the long list meeting the Executive Search Consultant will sift and summarise all of the applications and a report for each post will be presented for the consideration of the COAC.
- **Technical Interviews** - The Executive Search Consultant will recommend a suitable Technical Assessor for each post and they, together the Executive Search Consultant will then interview long listed candidates. The technical interview allows for an in depth interview which will explore the candidates experience, knowledge, skill base and motivations for applying for the post.
- **Short List** – Prior to the short list meeting each of the technical assessors will compile a candidate report and this report will be presented to the COAC by the Executive Search Consultant. The results of the technical assessment will be considered at the meeting and the COAC will make the final decision in relation to which candidates will move forward to the final stage of the process.

- **Assessment Centre (2 days)** – to include a variety of exercises and events culminating in the final Committee interview

17 Proposed Timeline for the External Permanent Appointments:

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|------------------|--|
| 23/05/16 | <ul style="list-style-type: none"> • Report to the COAC recommending the format of the external recruitment exercises and the procurement of Executive Search consultants |
| May | <ul style="list-style-type: none"> • Procurement of Executive Search Consultants |
| June | <ul style="list-style-type: none"> • Advertise for 3 weeks • Closing Date • Long List |
| July | <ul style="list-style-type: none"> • Technical Interviews • Short List |
| September | <ul style="list-style-type: none"> • Assessment Centre and Final Interview |

18 The recruitment exercises will be based on new job descriptions and person specifications (Appendix 2).

19 The current level of remuneration for the Corporate Director CAS is £141,400 and it is proposed that each of these posts will have the same level of remuneration. However it is important to note that the agreed CMT structure would be cost neutral as a result of deleting the Assistant Chief Executive, Corporate Director Children and Adults Services and Corporate Director Neighbourhood Services posts and creating three new posts, on salary levels consistent with current arrangements.

Recommendations

20 It is recommended that the Chief Officer Appointments Committee:

- Agree to appoint to the post of Corporate Director Children and Young People's Services and the post of Corporate Director Adult and Health Services and that both the interim recruitment processes and external recruitment process for each post commence immediately to ensure continuity of service delivery;
- Agree that power is delegated to the Chief Executive to make an interim appointment(s) to the Children and Young People's Services post;
- Agree to engage the services of an Executive Search Consultant to support each of the external recruitment processes.

Terry Collins
Chief Executive Officer

Appendix 1: Implications

Finance – The appointments are based on current remuneration level and the costs of engaging an external Executive Search Consultant can be met from within existing budgets.

Staffing - none

Risk - none

Equality and Diversity / Public Sector Equality Duty - the recruitment process complies with Equalities legislation

Accommodation - none

Crime and Disorder - none

Human Rights - none

Consultation - none

Procurement - none

Disability Issues - none

Legal Implications - none

Appendix 2: Job Description and Person Specification

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|------------------------|---|
| Job Title: | Corporate Director of Children and Young People's Services |
| Reports to: | Chief Executive Officer |
| Direct Reports: | Heads of Service within Service Area |
| Job Purpose: | To take a corporate role in supporting the Chief Executive, the Leader and the Cabinet to achieve the Council's vision for the residents and communities of County Durham. Take the lead role on the innovation, development and delivery of services within the Children and Young People's Service. |
| Date: | May 2016 |

Corporate Responsibilities:

Member of the Corporate Management Team developing a strong corporate approach to all aspects of Council business. Ensuring all Council assets, skills, resources, influence and intelligence are collectively focused to maximise impact on priority policy areas.

Key Corporate Tasks - shared accountability with the Chief Executive and other Directors to:

- Develop, deliver and achieve strategic priorities, objectives, values and long term vision for the Council;
- Provide advice and support to Councillors;
- Develop and maintain a one organisation ethos with demonstrable commitment to corporate culture;
- Manage overall performance of the Council;
- Ensure a corporate approach which provides visible and effective leadership and which focuses on outcomes for customers and the community;
- Develop the Council's wider leadership role and delivery of effective partnership working;
- Lead on major cross-cutting theme(s) and/or whole council 'champion' for a geographical area;
- Ensure implementation of corporate policy covering the control of Health and Safety risks;

Service Responsibilities:

The provision of all services within County Durham related to:

- Education Services;
- School Placement;
- Governor Support Services;
- Special Education;
- Music, outdoor education, and learning support services
- Psychology Services;
- Management of renewal and refurbishment of school establishments
- Safeguarding and child protection;
- Looked after children;
- Youth Offending Service.

Key Directorate Tasks:

- Lead on the development of strategy and policy
- Lead on development and delivery of a customer focused approach, including the establishment of consultation frameworks and the development of services in response to feedback.
- Drive service excellence and sound financial management promoting a culture of value for money, innovation, performance management and empowerment amongst individuals and teams to ensure continuous improvement.
- Represent the Council at local, regional and national forums, and take the lead role in developing regional partnerships with the public, private and voluntary sectors
- Ensure required responses are made to national agenda and legislation.
- Undertake any relevant statutory duties and responsibilities on behalf of the Council associated with the role.
- Ensure provision of advice and guidance to the Chief Executive, the Cabinet and the Overview and Scrutiny Committee as required.
- Ensure the principles of equality and diversity and the Council's other corporate values are embraced and underpin all work for employees and service users.
- Accountable for the effective management and deployment of all resources
- Build capacity and develop skills to enable the Council to deliver on its priorities and ambitions;
- Ensure that effective and efficient Health, Safety and Welfare systems are in place.

All Corporate and Directorate tasks to be undertaken in accordance with the Council's competency framework

Person Specification – Corporate Director of Children and Young People’s Services

Qualifications

- Degree level or equivalent standard of general education.
- Relevant professional qualification.

Personal Attributes

- Commitment to the achievement of value for money, service excellence and equality in employment and service delivery.
- Commitment to community involvement and participation in the development and delivery of Council strategies and services.

Experience

- Consistent personal achievement as a senior manager in a large, complex organisation, covering at least one of the service areas within this Service Grouping.
- Successful participation in the Corporate affairs of a large, complex organisation including a record of achievement in developing and implementing major policy initiatives
- Proven success in developing effective working relationships with external partners, with an emphasis on multi agency working.
- Experience of success in the initiation and management of change within a large and complex organisation.
- A strong track record of effective leadership of a large and diverse workforce in at least one of the areas of service responsibility, with a record of promoting successful performance management.
- A record of successfully managing substantial budgets, with an emphasis on promoting cost efficiencies and value for money.
- Evidence of success in promoting equality and diversity both internally and with service users.

Skills and Knowledge

- A thorough understanding of legislation and the statutory framework affecting the services within the Service Grouping.
- Ability to convey clear vision and manage strategically within a Corporate context.
- High level analytical, presentational, communications and interpersonal skills.
- Ability to lead, motivate and develop people in an increasingly performance focused organisation.
- Ability to implement creative and imaginative approaches and identify new options for action.
- Ability to maximise resources and manage the budget effectively in a financially disciplined environment.
- Ability to anticipate, interpret and manage change and achieve results through sound judgement in seeking creative solutions to complex situations.

Job Title: Corporate Director of Adult and Health Services

Reports to: Chief Executive Officer

Direct Reports: The Director of Public Health and Community Protection and Heads of Service within Service Area

Job Purpose: To take a corporate role in supporting the Chief Executive, the Leader and the Cabinet to achieve the Council's vision for the residents and communities of County Durham. Take the lead role on the innovation, development and delivery of services within the Directorate.

Date: May 2016

Corporate Responsibilities:

Member of the Corporate Management Team developing a strong corporate approach to all aspects of Council business. Ensuring all Council assets, skills, resources, influence and intelligence are collectively focused to maximise impact on priority policy areas.

Key Corporate Tasks - shared accountability with the Chief Executive and the Corporate Directors to:

- Develop, deliver and achieve strategic priorities, objectives, values and long term vision for the Council;
- Provide advice and support to Councillors;
- Develop and maintain a one organisation ethos with demonstrable commitment to corporate culture;
- Manage overall performance of the Council;
- Ensure a corporate approach which provides visible and effective leadership and which focuses on outcomes for customers and the community;
- Develop the Council's wider leadership role and delivery of effective partnership working;
- Lead on major cross-cutting theme(s) and/or whole council 'champion' for a geographical area;
- Ensure implementation of corporate policy covering the control of Health and Safety risks;

Service Responsibilities:

The provision of all services within County Durham related to:

- Public Health and Community Protection;
- Environmental Health and Consumer Protection;
- Adult Care Services to promote independence and protect vulnerable adults;
- Commissioning;
- Community Safety;
- Development of partnerships with Health, Housing and Care organisations;
- Development and management of carer's services;
- Contract management, market engagement and development

Key Directorate Tasks:

- Lead on the development of strategy and policy
- Lead on development and delivery of a customer focused approach, including the establishment of consultation frameworks and the development of services in response to feedback.
- Drive service excellence and sound financial management promoting a culture of value for money, innovation, performance management and empowerment amongst individuals and teams to ensure continuous improvement.
- Represent the Council at local, regional and national forums, and take the lead role in developing regional partnerships with the public, private and voluntary sectors
- Ensure required responses are made to national agenda and legislation.
- Undertake any relevant statutory duties and responsibilities on behalf of the Council associated with the role.
- Ensure provision of advice and guidance to the Chief Executive, the Cabinet and the Overview and Scrutiny Committee as required.
- Ensure the principles of equality and diversity and the Council's other corporate values are embraced and underpin all work for employees and service users.
- Accountable for the effective management and deployment of all resources
- Build capacity and develop skills to enable the Council to deliver on its priorities and ambitions;
- Ensure that effective and efficient Health, Safety and Welfare systems are in place.

All Corporate and Directorate tasks to be undertaken in accordance with the Council's competency framework

Person Specification – Corporate Director of Adult and Health Service

Qualifications

- Degree level or equivalent standard of general education.
- Relevant professional qualification.

Personal Attributes

- Commitment to the achievement of value for money, service excellence and equality in employment and service delivery.
- Commitment to community involvement and participation in the development and delivery of Council strategies and services.

Experience

- Consistent personal achievement as a senior manager in a large, complex organisation, covering at least one of the service areas within this Service Grouping.
- Successful participation in the Corporate affairs of a large, complex organisation including a record of achievement in developing and implementing major policy initiatives
- Proven success in developing effective working relationships with external partners, with an emphasis on multi agency working.
- Experience of success in the initiation and management of change within a large and complex organisation.
- A strong track record of effective leadership of a large and diverse workforce in at least one of the areas of service responsibility, with a record of promoting successful performance management.
- A record of successfully managing substantial budgets, with an emphasis on promoting cost efficiencies and value for money.
- Evidence of success in promoting equality and diversity both internally and with service users.

Abilities, Skills and Knowledge

- A thorough understanding of legislation and the statutory framework affecting the services within the Service Grouping.
- Ability to convey clear vision and manage strategically within a Corporate context.
- High level analytical, presentational, communications and interpersonal skills.
- Ability to lead, motivate and develop people in an increasingly performance focused organisation.
- Ability to implement creative and imaginative approaches and identify new options for action.
- Ability to maximise resources and manage the budget effectively in a financially disciplined environment.
- Ability to anticipate, interpret and manage change and achieve results through sound judgement in seeking creative solutions to complex situations.