



Haverling

L O N D O N B O R O U G H

APPOINTMENTS SUB COMMITTEE AGENDA

9.15 am	Friday 28 May 2021	Council Chamber, Town Hall
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Members 6: Quorum 3

COUNCILLORS:

**Conservative Group
(3)**

**Residents' Group
(1)**

**Labour
(1)**

**Upminster &
Cranham Residents'
'Associations
Group
(1)**

Damian White
(Chairman)
Robert Benham
(Vice-Chair)
Viddy Persaud

Ray Morgon

Keith Darvill

Linda Hawthorn

For information about the meeting please contact:

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AGENDA ITEMS

1 CHAIRMAN'S ANNOUNCEMENTS

The Chairman will announce details of the arrangements in case of fire or other events that might require the meeting room or building's evacuation.

2 APOLOGIES FOR ABSENCE AND ANNOUNCEMENT OF SUBSTITUTE MEMBERS

(If any) – receive.

3 DISCLOSURE OF INTERESTS

Members are invited to disclose any interest in any of the items on the agenda at this point of the meeting.

Members may still disclose any interest in an item at any time prior to the consideration of the matter

4 MINUTES (Pages 1 - 2)

To approve as correct records, the Minutes of the meeting of the Sub-Committee held on 16 March 2021 (attached) and to authorise the Chairman to sign them

5 EXCLUSION OF THE PUBLIC

To consider whether the public should now be excluded from the remainder of the meeting on the grounds that it is likely that, in view of the nature of the business to be transacted or the nature of the proceedings, if members of the public were present during these items there would be disclosure to them of exempt information within the meaning of paragraph 1 of Schedule 12A to the Local Government Act 1972; and, if it is decided to exclude the public on these grounds, the Sub-Committee to resolve accordingly on the motion of the Chairman.

6 APPOINTMENT TO THE POST OF ASSISTANT DIRECTOR - CHILDREN'S SOCIAL CARE (Pages 3 - 72)

Report attached (appendices B and C not available to press or public).

Andrew Beesley
Head of Democratic Services

**MINUTES OF A MEETING OF THE
APPOINTMENTS SUB COMMITTEE
Virtual Meeting
16 March 2021 (9.30 am - 1.21 pm)**

Present:

COUNCILLORS

Conservative Group	Damian White (Chairman), Robert Benham (Vice-Chair) and Osman Dervish
Residents' Group	Ray Morgon
Labour Group	Keith Darvill
Upminster and Cranham Residents' Associations Group	Chris Wilkins+

+ Present as substitute

Apologies were received for the absence of Councillor Linda Hawthorn (Councillor Chris Wilkins substituting).

9 DISCLOSURE OF INTERESTS

The following interests were disclosed:

Agenda Item 6 - APPOINTMENT TO THE POST OF ASSISTANT DIRECTOR - PUBLIC REALM.

Councillor Osman Dervish, Personal, had met two candidates in a work role previously.

Agenda item 6 -APPOINTMENT TO THE POST OF ASSISTANT DIRECTOR - PUBLIC REALM.

Councillor Robert Benham, Personal, had met two candidates in a work role previously.

10 MINUTES

The minutes of the meeting of the Sub-Committee held on 29 January 2021 were agreed as a correct record and would be signed at a later date.

11 **EXCLUSION OF THE PUBLIC**

It was agreed that the public should now be excluded from the remainder of the meeting on the grounds that it was likely that, in view of the nature of the proceedings, if members of the public were present during these items there would be disclosure to them of exempt information within the meaning of paragraph 1 of Schedule 12A to the Local Government Act 1972.

12 **APPOINTMENT TO THE POST OF ASSISTANT DIRECTOR - PUBLIC REALM**

After careful consideration of the relative strengths and experiences of the candidates, as indicated by the application, the presentation, and by interview, the Sub-Committee agreed by 5 votes to 0 with one abstention to appoint Josephine Falco to the post of Assistant Director – Public Realm subject to the notification provisions of paragraph 14 of the Staff Employment Procedure Rules set out in part 4 of Havering’s Constitution.

Chairman



APPOINTMENTS SUB-COMMITTEE 28 MAY 2021

Subject Heading:	Appointment to the post of Assistant Director - Children's Social Care
SLT Lead:	Robert South – Director of Children's Services
Report Author and contact details:	Ian Elliott, Head of Children's Innovation and Improvement x2606
Policy context:	The Councils Constitution sets out in Part 3: Responsibility for Functions, Section 1.2: Functions delegated to general council committees, that the Appointments Sub-Committee will appoint senior officers i.e. Director, Assistant Director and Head of Service (where reporting directly to the Director).
Financial summary:	There are no financial implications arising from this report save for the salary costs associated with the appointment which have been budgeted for.

The subject matter of this report deals with the following Council Objectives

Communities making Havering	<input checked="" type="checkbox"/>
Places making Havering	<input type="checkbox"/>
Opportunities making Havering	<input checked="" type="checkbox"/>
Connections making Havering	<input type="checkbox"/>

SUMMARY

Appointment Sub-Committee, 28 May 2021

Responsibility for the permanent appointment of senior officers that fall under the JNC for Chief Officers' terms and conditions of employment (i.e. Directors, Assistant Directors and Heads of Service) is delegated to the Appointment Sub-Committee under the Councils Constitution – Part 3 – Responsibility for Functions, Section 1.2 – Function delegated to general council committee.

RECOMMENDATIONS

Members assess the candidates shortlisted for the Assistant Director - Children's Social Care post and determine the best candidate for the role.

REPORT DETAIL

In March 2021, the Director of Children's Services commenced the recruitment process for the post of Assistant Director - Children's Social Care. Following a "Direct Award" process, Gatenby Sanderson were commissioned to provide an advertising and recruitment handling service which included their Executive Search option. An advert was placed through the following on-line sites: Community Care; Children & Young People Now; LinkedIn; Gatenby Sanderson's own website; and the Council's website.

A copy of the Job Profile is attached at Appendix A.

At the closing date (Sunday 18th April 2021) Gatenby Sanderson reported the following activity:

London Borough of Havering – Assistant Director - Children's Social Care	
Number of applications received	15
Additional candidates who had indicated that they may be interested in applying for the role	2
Number of contacts who had said that they are not interested in applying	16
Total number of candidates and sources identified	90
Number of candidates and sources approached	87

A longlist sift by GatenbySanderson assessed the 15 applicants as falling into the following categories:

- 8 'A' rated Recommended candidates
- 6 'B' rated Marginal candidate

Appointment Sub-Committee, 28 May 2021

- 1 'C' rated Not Recommended candidates

The eight 'A' rated candidates were invited to a technical interview with a Gatenby Sanderson consultant and a technical assessor, Andrew Bunyan. Andrew Bunyan was also the technical assessor used for the recent appointment of the Director of Children's Services. The candidates were assessed as falling into the following categories:

- 4 "A" rated Recommended candidates
- 4 "C" rated Not Recommended candidates

Following a review of the Recommended candidates by the Director of Children's Services, using the technical assessment provided by the Gatenby Sanderson consultant and a technical assessor, four "A" rated candidates were shortlisted to attend a 30 minute meeting with each of the following:

- Children in Care/ Young people stakeholder panel
- Children & Learning Overview & Scrutiny Sub-Committee stakeholder panel
- Meeting with the Director of Children's Services.

All four shortlisted candidates were required to complete a set of psychometric tests.

Following the above panels and meetings a further shortlisting discussion on the four "A" rated candidates took place and, based on feedback from the stakeholder panels three have been invited to formal interview with members of the Appointment Sub-Committee on the 28th May 2021.

The results of the psychometric tests are set out in the Candidate Information Pack at Appendix B. A Summary Feedback Form from each of the stakeholder panels is attached at Appendices C. These appendices will be exempt as they contain candidates' personal information.

At the formal interview on 28th May 2021, each candidate will be asked to deliver a 10 minute presentation on the following topic (which has been provided to candidates in advance):

From the background reading you have done, what would be your aspirations and ambitions for Children's Services at Havering?

Following the presentation there will be 5 minutes for questions following on from the presentation and then a 60-minute formal interview.

The Candidate Information Pack attached as Appendix B (exempt as this contains candidates' personal information) provides members with Gatenby Sanderson's details on each candidate along with their initial application/CV.

IMPLICATIONS AND RISKS

Financial implications and risks: There are no financial implications or risks arising directly save for the salary costs which have been budgeted for.

Legal implications and risks: There are no legal implications or risks arising directly. The recruitment and selection process has been managed in accordance with the Council's policies and procedures.

Human Resources implications and risks: There are no HR implications or risks arising directly. The recruitment and selection process has been managed in accordance with the Council's policies and procedures.

Equalities implications and risks: There are no equalities implications or risks arising directly. The recruitment and selection process has been managed in accordance with the Council's policies and procedures.

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Appendix A

London Borough of Havering Job Profile

Job Title: Assistant Director – Children’s Social Care	Directorate: Children’s Services
Service/Section: Children’s Services	Post Number(s): 10003544 Job Evaluation Number: LGE0089
Grade: G15	Date last updated: March 2021 Date of last Evaluation: March 2021

Main Purpose of the Job/Key Objectives:

To provide the strategic direction for, and management of a range of services in support of children and their parent(s), guardians, carers and families delivered in a range of settings, most frequently in partnership with other agencies and to ensure the Council’s compliance with its statutory duties.

To ensure the highest standards of professional practice in safeguarding and child protection work, in full accord with London Child Protection Procedures and with Working Together to Safeguard Children statutory guidance.

To ensure early intervention and prevention is at the heart of all commissioning and provision.

To effectively commission services for children and families that ensure the highest quality and value for money possible.

Job Context:

To lead and manage the Council’s safeguarding and social care services for children, working across the local partnership to ensure that high quality outcomes are achieved.

To ensure sound working relationships with the DfE, Mayor’s Office and GLA and other local agencies and provide the strategic direction for, and management of, range of services in support of children and their parent(s), guardians, carers and families delivered in a range of settings. This involves working frequently in partnership with other agencies to warrant the Council’s compliance with its statutory duties.

To ensure the highest standards of professional practice in safeguarding and child protection work, in full accord with London Child Protection Procedures and with Working Together to Safeguard Children statutory guidance. This incorporates the identification and management of children that are in the highest categories of need or who, without support, would become children in need, in line with best practice.

To ensure that preventative work is carried out with families whose needs are such that a child or children could become in need or at risk without family support services; further providing the strategic direction for, and management of, the Integrated Adolescents safeguarding service (including Youth Justice and Youth services), Early Help services and related development in conjunction with partners.

For all those functions within the service are (which functions may vary through time), to ensure their effective and efficient management and to ensure service delivery of the highest quality. In addition, providing analysis and interpretation, through the most effective route such legislation or regulations, relating to the work of the service divisions. This entails offering advice on such matters to the Director of Children's Services, Elected Members, Head of Service colleagues and schools.

To develop and deliver corporate parenting within a coherent, integrated framework, in partnership with a range of other agencies. This entails planning for the implementation of new legislation on looked after children ensuring the delivery of the highest quality professional practice in planning and securing the most appropriate arrangements for children in the Council's care.

To act as the decision maker for the Adoption Panel and to delegate this responsibility, as appropriate.

To act as the main point of contact for Ofsted in relation to the Children's Services and Youth Justice Inspection Frameworks.

Job Purpose

1. Provide strategic leadership to the Council's delivery of priority outcomes for residents spanning Children and Families.
2. To act as one of the Council's advisors on commissioning and contracting and be part of and support professional leadership for the Council and across the service.
3. To develop and implement agreed Commissioning Strategies, taking a lead on specific service developments as specified. The post holder will influence stakeholders and partners across the community.
4. Deliver a clear policy focus on building personal, financial and community resilience across activities and provision.
5. Commission resident focussed services, with an emphasis on integration, transformation and innovation.
6. Deliver collaborative working and innovation across all commissioned activities and provision, partner agencies and through a strategic approach to commissioning and procurement.
7. Deliver the Council's priorities in terms of improved outcomes for residents.

Specifically:

1. To act as the Council's principal adviser for Children and Families and where appropriate, have strategic responsibility for directly delivered functions.
2. To ensure an effective approach to strategic commissioning and optimising the use of resources to achieve improved outcomes for residents.
3. To lead the continual transformation of service provision, through the Face-to-Face systemic practice model of practice, developing a more sustainable platform for service improvements, and progressing improvement plans.
4. To ensure that the corporate resilience objectives are, reflected throughout service development and align with outcomes frameworks, relevant legislation, regulations and guidance

To have strategic responsibility for delivery of a portfolio of activities and provision within Children's Services.

- To provide leadership for all statutory functions in relation to Children's Social Care
- To provide expert leadership and accountability for the statutory child protection services of the local authority, ensuring continuous improvement in social work assessment and intervention to keep children safe and to support the development of resilience and independence of families, children and young people.
- To ensure the effectiveness of the Council's Corporate Parenting arrangements, securing the very best outcomes for looked after children and care leavers.
- To manage the children's social care budget, driving efficiencies and transformation and ensuring functions are commercially sound with robust systems and processes.
- To lead strategic partnership working and to actively support the effectiveness of the work of the LSCB.

Key Statistics**Budgetary Responsibility**

Responsible for holding budgets of approximately £25m.

Staff Numbers

Approximately 200 full-time equivalent staff.

Working Conditions/Circumstances

This Assistant Director role will operate as designated emergency officers in the case of particular emergencies. Post holders will be responsible for specific service areas, these service areas may be changed from time to time after consultation.

This, therefore, requires some degree of flexibility.

Key Accountabilities and Results Areas

STRATEGIC MANAGEMENT AND MANAGING CHANGE

Manage and provide leadership and direction for the services provided by Havering, ensuring the service aims and objectives are aligned to the strategic direction and customer focus of the Council. This further entails ensuring the Council's compliance with its statutory duties in relation to the service areas managed.

Work with elected members and colleagues to develop the strategic direction and priorities of the service are within the overall aims of the Council; promoting and sustaining a positive working partnership with Elected Members.

You will be accountable for ensuring that the Council's policies, priorities, service planning & delivery and budget are effectively managed, along with promoting and developing a corporate 'One Council' performance driven culture.

Take a proactive role in promoting and strengthening partnership relationships in the public, private and voluntary sectors, reflecting the Council's commitment to active partnerships with the community to regenerate Havering and improve the quality of life for citizens.

To assure customer experience is central to strategic and operational plans within the service, including appropriate customer feedback channels and timely analysis in order that continuous improvement may occur.

To provide analysis and interpretation of legislation and guidance to the Director of Children's Services, Elected Members, Heads of Service and partner agencies.

Central to the role of Assistant Director is the effective management of change to deliver against the priorities of this service and the council. You will be expected to play a key role in changing and leading the organisation. This involves initiating and managing change in a challenging and complex environment.

Deputise for the Director of Children's Services, as required.

PERFORMANCE MANAGEMENT

The Assistant Director is accountable to the Director of Children's Services for performance management. This entails creating a performance management culture focussed on achieving key objectives. An improvement, transformation and service development plan is in place to set out key priorities and objectives.

The Assistant Director will be responsible for the performance management of staff under their control, in order to ensure an integrated approach to service delivery and the consistent achievement of agreed service outcomes.

The post holder will be responsible for the establishment of effective target setting and performance management systems within the service area.

This role also has responsibility for ensuring the service meets key statutory and local service quality standards.

DEVELOPING STAFF

Lead, develop and empower staff to effectively manage service provision; human and financial resources; and provide seamless service delivery.

Identify the competencies and development needs of teams and individuals along with promoting a culture of continuous learning and development.

GENERAL

Establish and maintain effective communication and information systems to influence strategic directions and operational objectives, along with utilising management information systems, including information technology and be willing to undertake appropriate training. This includes identifying areas of self-development, which will contribute to high level performance and career development.

Carry out responsibilities in accordance with the Council's Equal Opportunities Policy for employment and service delivery; assuring all services within the area of responsibility are planned and delivered in accordance with the Council's commitment to equality of opportunity and access.

Ensuring implementation of the Council's Human Resources Strategies and Policies and the Council's Health and Safety Policy, further taking forward the environmental priorities of the Council.

Undertake other strategic, corporate and management responsibilities as may be assigned from time to time by the Director of Children's Services. Additionally, take every opportunity within the role of Assistant Director to raise and market the profile of Havering, implementing the Council's strategy for Business Planning.

Key Result Area	Expected End Result
Manage and provide a strategic direction for the services provided by Havering.	Compliance with statutory duties achieved in relation to service areas managed.
Establish effective external working relationships with key influential people within the community, in the government and public sector and within professional bodies.	Services developed and improved, providing value for money and equipped to respond to challenges and change.
Responsible for the establishment of effective target setting and performance management systems within the service area.	Staff developed and empowered to implement a corporate 'One Council' performance driven culture and deliver measurable service outcomes.
Identify the competencies and development needs of teams and individuals.	A culture of continuous learning and development is implemented and promoted.

Establishing and maintaining effective communications systems.	Strategic direction and operational objectives influenced.
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Experience

Substantial proven leadership and a record of successful management, at a senior level within a multi-disciplinary public or private sector organisation. This also entails having gained experience of the strategic decision making process of a large multi-disciplinary organisation.

Experience of working effectively with the community leaders, public and private sector bodies and other agencies.

A proven track record of securing high quality service provision and ensuring equality of opportunity in access to services and employment. As appropriate, a proven track record of involving the community in service provision issues.

A successful record of managing change in a large multi-disciplinary organisation, including developing, leading and implementing strategies and initiatives, which cross service and professional boundaries.

Senior managerial experience of successful resource management, and the delivery and measurement of cost effective, quality services within constrained resources. Moreover, experience of managing a large staff group providing a complex range of services in a related field.

Experience of working effectively within a complex political environment, as well as evidence of developing, implementing and monitoring clear standards of performance and service delivery outcomes.

In depth experience of managing high-volume services to children, including experience of dealing with child protection issues, legal proceedings, and Children in Care cases; along with in depth knowledge of the legislative and regulatory framework within which these services exist.

Knowledge

In depth contemporary knowledge of children's social service practice and the ability to manage, and negotiate the delivery of, often sensitive, personal services against a complex set of relationships between parents, schools, governors, school staff, social workers, police and other stakeholders.

Understanding of the workings of local government and the challenges being set by the new local government agenda with the financial, legal and political context of local government.

The ability to set the strategic direction of children's social care services, contributing to the overarching strategy for the service and the necessary supporting plans for delivery, with and through partners.

- People management at an organisational level including motivation, performance and capability.
- Providing strategic leadership to a range of functions, maximising efficiency, different delivery models and improving performance.
- Commissioning and monitoring provision for children and young people, with a track record of delivering improved outcomes.
- Commissioning or delivering operations or provision.
- Effective Partnership working at a senior level.
- Leading, managing and delivering transformational change in a complex organisation.
- Planning and reviewing the commissioning and delivery of functions and activities.
- Managing budgets, financial information and the budget setting process at a senior level.
- Understanding, appreciation and working within the political context and environment at a senior level.
- A detailed understanding and awareness of the inspection regime for the designated function.
- A detailed understanding of the relevant legal, political, operational, commercial and social community aspects of the designated commissioned area, together with a good knowledge of the national and local agendas and the ability to translate them into service requirements.
- Advanced knowledge of the current legislation and statutory guidance relating to the designated function.

Qualifications

- Must have a professional social work qualification, registered with the Health Care Professional Council and substantial management experience of Children's social services at a senior level.

Competency Profile

Competency	Level	Criteria to be Evidenced (Description)
Communicating openly and effectively	D	<p>Uses communication and influencing skills to progress complex situations and achieve significant impact</p> <p>Able to effectively present to & influence large groups of people</p> <p>Translates strategy into effective operational messages, easily understood at all levels</p> <p>Demonstrates an in-depth understanding of organisational politics and uses this effectively</p> <p>Creates and implements appropriate communication strategies to support complex projects</p> <p>Ensures communication effectiveness throughout the business is continuously reviewed</p>

Delivering excellent customer service	D	<p>Takes a leading role in organisational development and the continuous improvement of services for the benefit of customers</p> <p>Identifies good practice & solutions and integrates into service provision</p> <p>Translates customer and stakeholder feedback into strategic improvements</p> <p>Forms strategic groups and partnerships to develop and improve services</p> <p>Actively seeks out and recognises opportunities for developing new customer bases</p>
Managing Personal and Organisational Change	D	<p>Creates and articulates a vision that generates enthusiasm and commitment</p> <p>Uses intuition as well as complex analysis to create a new concept or approach.</p> <p>Encourages others to create strategies, visions and innovative services and emphasises solutions that support strategic objectives</p> <p>Ensures that the external environment and Government policies are taken into account when determining strategic direction</p> <p>Demonstrates sensitivity in understanding the impact of change on others</p>
Empowering Leadership	D	<p>Inspires, encourages and supports others</p> <p>Understands broad political, economic and legislative trends, predicting what effect they will have on the organisation</p> <p>Looks ahead where the organisation needs to be in the long term, linked to the vision</p> <p>Compares performance with other organisations to set organisational goals</p> <p>Is aware of their own leadership style and adapts to bring best out in others.</p>
Achieving Results and Success	D	<p>Able to identify need and put a strategy/business case forward in response to changing needs of the organisation</p> <p>Understands and considers the impact of external influences</p> <p>Ensures work processes and projects are well targeted, resourced and managed to deliver strategic aims</p> <p>Identifies and manages risk, taking appropriate steps in order to identify new and better ways of improving strategic performance</p> <p>Works with managers, staff, partners and stakeholders to develop new initiatives that</p>

		contribute to the development and performance of the organisation
Respecting Others	D	<p>Develops strategy that takes forward the Equality and Diversity agenda</p> <p>Proactively incorporates ideas and concepts from diverse perspectives creatively in strategic planning and decisions and promotes understanding across the organisation</p> <p>Considers the impact of new Government Policy, legislation, EU directives and guidance and integrates into strategy and plans</p> <p>Works proactively with partner organisations to improve services for all</p> <p>Respects confidentiality wherever appropriate</p> <p>Upholds a high standard of fairness and ethics in words and actions</p>

Additional Requirements:

- The Council has a strong commitment to achieving equality of opportunity in its services to the community and in the employment of people. It expects all employees to understand, comply with and promote its policies in their own work, and to undertake any appropriate training.
- Comply with Health and Safety Regulations associated with your employment.
- Be aware of the council's responsibilities under the Data Protection Act 1984 for the security, accuracy and relevance of all personal data held on such systems and ensure that all processes comply with this.
- To treat all information acquired through your employment, both formally and informally, in strict confidence. There are strict rules and protocols defining employees' access to and use of the council's databases, any breach of which will be regarded as subject to disciplinary investigation.
- You may be required to work at any Council site.
- Demonstrate a flexible approach in the delivery of work within the service area. Consequently, the post-holder may be required to perform duties not specifically identified in the job profile but which are in line with the general responsibilities of the post.
- Deal with any Safeguarding issues that might arise, in line with the Council's policies and procedures.

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