



APPOINTMENTS SUB-COMMITTEE

Subject Heading:	Appointment to the post of Director of Children's Services
SLT Lead:	Andrew Blake-Herbert – Chief Executive
Report Author and contact details:	Julian Sivill – Strategic HR Business Partner, Ext 3763
Policy context:	The Council's Constitution sets out in Part 3: Responsibility for Functions, Section 1.2: Functions delegated to general council committees, that the Appointment 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

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

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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 Director of Children’s Services post and determine the best candidate for the role.

REPORT DETAIL

In October 2020, the Chief Executive commenced the recruitment process for the post of Director of Children’s Services. Following a “Further Competition” process via the Local Government Resourcing Partnership (LGRP) Framework, 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: Municipal Journal; Community Care; Linked In; 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 (Friday 11th December 2020) Gatenby Sanderson reported the following activity:

London Borough of Havering –Director of Children’s Services	
Number of applications received	6
Additional candidates who had indicated that they may be interested in applying for the role	4
Number of contacts who had said that they are not interested in applying	31
Total number of candidates and sources identified	135
Number of candidates and sources approached	124

A longlist sift by Gatenby Sanderson assessed the 6 applicants as falling into the following categories:

- 3 ‘A’ rated Recommended candidates
- 1 ‘B’ rated Marginal candidate
- 2 ‘C’ rated Not Recommended candidates

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The 4 'A' and 'B' rated candidates were invited to a technical interview with a Gatenby Sanderson consultant and a technical assessor. Each candidate also had a separate meeting with the Chief Executive. The candidates were assessed as falling into the following categories:

- 2 "A" rated Recommended candidates
- 1 "B" rated Marginal candidate
- 1 "C" rated Not Recommended candidate

The 3 "A" and "B" rated candidates were shortlisted to attend a formal interview with members of the Appointment Sub-Committee on the 29th January 2021.

All 3 shortlisted candidates were required to complete a set of psychometric tests – the results of which are set out in the Candidate Information Pack at Appendix B.

All 3 candidates were also invited to attend a 30 minute meeting with each of the following Stakeholder Panels:

- Youth Parliament/Looked After Children
- Head Teachers
- Children & Learning Overview & Scrutiny Sub-Committee

A Summary Feedback Form from each of the 3 stakeholder panels is attached at Appendices C.1, C.2 and C.3. These appendices will be exempt as they contain candidates' personal information.

At the formal interview on 29th January, each candidate will be asked to deliver a 10 minute presentation on the following topic (which has been provided to candidates in advance):

- From your research, can you give us an appraisal about the performance of Children's Services in Havering? Taking this into account, what do you see as the key challenges and opportunities within this role and across the wider organisation?

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 the interview schedule, Gatenby Sanderson's report on each candidate along with their initial application/CV.

IMPLICATIONS AND RISKS

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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.

**London Borough of Havering
Job Profile**

Job Title: Director – Children’s Services	Directorate: Children’s Services
Service/Section: Children’s Services	Post Number(s): TBC Job Evaluation Number: TBC
Grade:	Date last updated: Date of last Evaluation:

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 setting, 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 commission and manage the provision of education, complying with the Council’s statutory duties in respect of schools’ education and building partnerships with schools, parents/carers and other key stakeholders.
- 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 ensure sound working relationships with the DFE, DoH, Met Police, CCG, GOL and other 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 and the wider Havering community. This involves working frequently in partnership with other agencies to warrant the Council’s compliance with its statutory duties.

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- 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. 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 Youth Offending Team and related development in conjunction with its 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 Chief Executive, 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 Inspection Framework and the SEND Inspection Framework.
- To be responsible for the statutory provisions in relation to education, appropriate school places, be the parents' champion and forge good partnership relationships with all local schools and education providers.
- Provide the leadership and strategic direction of the Learning and Achievement Service Area. This Service Area includes a wide-range of teams and services such as traded services, children and adults with disabilities, commissioning, school organisation and expansion, pupil referral units, school catering and meals on wheels, school admissions, quality assurance, virtual Head Teachers, and early years services.
- To manage the Chief Inspector of Schools for the Council ensuring positive working with schools and Ofsted to ensure compliance against Ofsted's new

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inspection framework for schools which includes a heightened focus on safeguarding.

- Develop and expand the traded services offer so as to generate sufficient income that ensures relevant services are self-sufficient and competitive.
- Provide and ensure the provision of effective services and advice to settings, schools and Governing Bodies, and encourage education settings to form geographic 'clusters' to enable improved partnership working.

Key Statistics

BUDGETARY RESPONSIBILITY

Responsible for holding annual revenue budgets in the region of £165m (including DSG), and a capital budget of £5m.

STAFF NUMBERS

Approximately 8504 full-time equivalent staff (including schools based staff).

Experience

- Substantial proven leadership, and a record of successful management, at a Director level within a multi-disciplinary public, private or voluntary sector organisation. This also entails having gained experience of participation in, and successful contribution to, the strategic decision making process of a large multi-disciplinary organisation.
- Experience of working effectively with the community, community leaders, public and private sector bodies and other agencies. In addition, having 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 leading and 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.

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- In depth experience of managing high-volume services to children, including experience of dealing with child protection issues and statutory childcare cases; along with in depth contemporary 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.
- Significant 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 services, drawing up the overarching strategy for the service and the necessary supporting plans for delivery, with and through partners.

Qualifications

- Must have a professional social work qualification and substantial management experience of children's social services at a senior level, preferably Director level.

Personal Qualities

- A strategic thinker and leader with the ability to balance competing priorities and deliver within tight timescales.
- A corporate team player, highly motivated and resilient.
- A decision maker who listens to, and takes cognisance of, the views of others along with a high degree of integrity and probity.
- Highly skilled communicator with the ability to communicate orally and in writing to a diverse range of audiences
- Ability to influence and negotiate effectively along with the ability to lead, motivate, inspire confidence and enthusiasm

Working Conditions/Circumstances

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- Directors will operate as designated emergency officers in the case of particular emergencies. Whilst Directors 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 a strategic 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.
- 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.
- Participate in the development and implementation of the annual Community Plan and support the Community Planning Forum. As well as assisting in the development and implementation of a comprehensive partnership and participation strategy.
- Establish effective external working relationships with key influential people within the community, in the government and public sector, and within professional bodies. This further involves ensuring Havering develops and improves its services under Best Value, along with being equipped to respond to challenges and change.
- To assure customer focus is at the forefront of 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 such legislation or regulations relating to the work of the service divisions. This entails offering advice on

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such matters to the Chief Executive, Elected Members, Head of Service colleagues and schools.

- Central to the role of Director will be the effective management of change to deliver the new local government agenda. Heads of Service will be expected to play a key role in the process of reviewing, changing and leading the organisation. This involves confidently initiating and managing change in a challenging and complex environment.
- Deputise for the Chief Executive with other Directors, as required.

PERFORMANCE MANAGEMENT

- Directors are accountable to the Chief Executive for performance management. This entails creating a performance management culture focussed on achieving key objectives. This involves initiating processes that will ensure that objectives are achieved on time to agreed standards and within resources available.
- Directors 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.
- Responsible for the establishment of effective target setting and performance management systems within the service area, along with leading, developing and empowering staff to implement a corporate 'One Council' performance driven culture, delivering measurable service outcomes and Best Value.
- Review and ensure that regular assessment of service quality are made, both in terms of professional content and public service provision, and ensure that appropriate steps are taken to improve service delivery.

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

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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 Chief Executive. Additionally, take every opportunity within the role of 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.

Competency Profile

Competency	Level	Criteria to be Evidenced (Description)
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<p>Communicating openly and effectively</p>	<p>D</p>	<p>Uses communication and influencing skills to progress complex situations and achieve significant impact Able to effectively present to & influence large groups of people Translates strategy into effective operational messages, easily understood at all levels Demonstrates an in-depth understanding of organisational politics and uses this effectively Creates and implements appropriate communication strategies to support complex projects Ensures communication effectiveness throughout the business is continuously reviewed</p>
<p>Delivering excellent customer service</p>	<p>D</p>	<p>Takes a leading role in organisational development and the continuous improvement of services for the benefit of customers Identifies good practice & solutions and integrates into service provision Translates customer and stakeholder feedback into strategic improvements Forms strategic groups and partnerships to develop and improve services Actively seeks out and recognises opportunities for developing new customer bases</p>
<p>Managing Personal and Organisational Change</p>	<p>D</p>	<p>Creates and articulates a vision that generates enthusiasm and commitment Uses intuition as well as complex analysis to create a new concept or approach. Encourages others to create strategies, visions and innovative services and emphasizes solutions that support strategic objectives Ensures that the external environment and Government policies are taken into account when determining strategic direction Demonstrates sensitivity in understanding the impact of change on others</p>
<p>Empowering Leadership</p>	<p>D</p>	<p>Inspires, encourages and supports others Understands broad political, economic and legislative trends, predicting what effect they will have on the organisation Looks ahead where the organisation needs to be in the long term, linked to the vision</p>

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		<p>Compares performance with other organisations to set organisational goals Is aware of their own leadership style and adapts to bring best out in others.</p>
<p>Achieving Results and Success</p>	<p>D</p>	<p>Able to identify need and put a strategy/business case forward in response to changing needs of the organisation Understands and considers the impact of external influences Ensures work processes and projects are well targeted, resourced and managed to deliver strategic aims Identifies and manages risk, taking appropriate steps in order to identify new and better ways of improving strategic performance Works with managers, staff, partners and stakeholders to develop new initiatives that contribute to the development and performance of the organisation</p>
<p>Respecting Others</p>	<p>D</p>	<p>Develops strategy that takes forward the Equality and Diversity agenda Proactively incorporates ideas and concepts from diverse perspectives creatively in strategic planning and decisions and promotes understanding across the organisation Considers the impact of new Government Policy, legislation, EU directives and guidance and integrates into strategy and plans Works proactively with partner organisations to improve services for all Respects confidentiality wherever appropriate 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 postholder 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.