

COMMITTEE REF:

AP/02/20

Luton

***Please note start time of meeting**

NOTICE OF MEETING

COMMITTEE : APPOINTMENTS PANEL

DATE : TUESDAY 18TH FEBRUARY 2020

TIME : 6:00 PM

PLACE : COMMITTEE ROOM 4

**COUNCILLORS: FRANKS
HUSSAIN
PETTS
ROCHE
T. SALEEM**


QUORUM : 3 MEMBERS

INFORMATION FOR THE PUBLIC


PURPOSE: The Appointments Panel deals with the appointment of Chief Officers and JNC related posts.


This meeting is open to the public and you are welcome to attend. For many meetings of this Panel, by nature of the business to be transacted, the public will be excluded after a resolution to exclude the public and press has been dealt with.

For further information, or to see the papers, please contact us at the Town Hall:

 **IN PERSON**, 9am to 5pm, Monday to Friday, or

 **CALL** Democratic and Member Services on 01582 546038

An induction loop  facility is available for meetings held in Committee Room 3.

Arrangements can be made for access to meetings for  disabled people.

If you would like us to arrange this for you, please call us on 546038

AGENDA

Page(s)

1. ELECTION OF CHAIR

2. APOLOGIES FOR ABSENCE

3. MINUTES

1. 8th January 2020

1

4. DISCLOSURES OF INTERESTS

Members are reminded that they must disclose both the existence and the nature of any personal interest that they have in any matter to be considered at this meeting.

A Member with a personal interest in any matter to be considered at this meeting will also have a prejudicial interest in that matter if the interest is one which a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice the Member's judgement of the public interest. A Member who has a prejudicial interest must withdraw from the meeting room unless (s)he has obtained a dispensation from the Council's Standards Committee.

5. URGENT BUSINESS

The Chair to report on any business which is considered to be urgent and which should be discussed at the meeting in accordance with Section 100B (4)(b) of the Local Government Act 1972 and to determine when, during the meeting, any such business should be discussed.

**6. APPOINTMENT TO THE POST OF SERVICE
DIRECTOR, OPERATIONS, SOCIAL WORK
SERVICES AND EARLY HELP AND PREVENTION
(Report of the HR Recruitment Manager)**

2 - 18

7. LOCAL GOVERNMENT ACT 1972, PART VA

To consider whether to pass a resolution under Section 100 A (4) of the Local Government Act 1972 to exclude the public from the meeting during consideration of the following item as it is likely that if members of the public were present during consideration of that item there would be disclosure to them of exempt information falling within Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972.

APPOINTMENTS PANEL

(APPOINTMENT OF A SERVICE DIRECTOR, HOUSING)

8th January 2020 at 10.00 am

PRESENT: Councillor Shaw (Chair); Councillors Agbley, Castleman and Keens.

1 LOCAL GOVERNMENT ACT 1972, PART VA (REF: 5)

Resolved: That, under Section 100A (4) of the Local Government Act 1972, the public be excluded from the remainder of this meeting as it is likely that if members of the public were present during the item of business to be considered there would be disclosure to them of exempt information falling within Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972.

2 APPOINTMENT TO THE POST OF SERVICE DIRECTOR, HOUSING – INTERVIEWS (REF: 6)

The Panel interviewed 4 candidates for the post of Service Director, Housing.

Resolved: (i) That Stephen Hills be recommended for appointment to the role of Service Director, Housing.

(ii) That the Democracy Manager write to all Members of the Executive in accordance with Standing Order 74.5 advising them of the Appointment Panel's recommendations.

(Note: The meeting ended at 3:50 pm)

COMMITTEE: APPOINTMENTS PANEL

DATE: 18th FEBRUARY 2020

**SUBJECT: APPOINTMENT OF SERVICE DIRECTOR OPERATIONS,
STATUTORY SOCIAL WORK SERVICES & EARLY HELP
& PREVENTION**

REPORT BY: RECRUITMENT & DBS MANAGER

CONTACT OFFICER: HELEN DAVEY 547030

IMPLICATIONS:

LEGAL	✓	COMMUNITY SAFETY
EQUALITIES		ENVIRONMENT
FINANCIAL	✓	CONSULTATIONS
STAFFING	✓	OTHER

WARDS AFFECTED: NONE

PURPOSE

1. This report seeks the approval to appoint to the post of Service Director Operations, Statutory Social Work Services and Early Help and Prevention, and to utilise the services of Penna Consultants to facilitate the selection process.

RECOMMENDATION(S)

2. **Appointments Panel is recommended to:-**
 - (i) **approve the appointment of and selection process for the Service Director Operations, Statutory Social Work Services & Early Help & Prevention**
 - (ii) **approve the use of Penna consultants to search and select candidates for the long and short list and final interview stages (it is recommended that the long and shortlist**

meetings be merged in to one meeting for speed of process);

- (iii) approve the job description attached at Appendix A and consider the draft timetable attached at Appendix B to this report.**

BACKGROUND

- 3. Following a recruitment campaign last year, this role was offered on an indefinite basis to an agency worker, who, at the time, was on assignment to Luton Council. However, that worker was unable to commit to the organisation on a permanent basis and has now left the organisation. An Interim has been appointed to cover whilst the permanent recruitment takes place.
- 4. A procurement process has been completed and a contract for services has been awarded to Penna. They clearly demonstrated experience in recruiting to similar roles and offered value for money. Penna have worked with us on several recent similar roles with great success.

REPORT

- 5. The Appointments Panel is asked to approve the selection process to appoint a permanent Service Director Service Director Operations, Statutory Social Work Services & Early Help & Prevention
- 6. The Appointments Panel is also asked to approve the use of the Council's preferred supplier, Penna for executive search and selection to undertake a recruitment campaign that will lead to a successful appointment of the Service Director Service Director Operations, Statutory Social Work Services & Early Help & Prevention.

PROPOSAL / OPTION

- 7. The Appointments Panel is asked to approve the recommendations in the report.

STAFFING IMPLICATIONS

- 8. The selection of executive search agency can have a significant impact on the Council's ability successfully to recruit the right person for the job.

FINANCIAL IMPLICATIONS

9. Executive search is thought to be cost effective in terms of attracting and securing the right person for the job. Every effort is made to keep costs to a minimum. The costs are met by the departmental budget. The cost for the search and selection is £12,500 plus any assessment and advertising costs. Agreed by Dev Gopal on 30th January 2020.

LEGAL IMPLICATIONS

10. This is a Chief Officer appointment which under the Council's Constitution falls within the remit of the Council's Appointments Panel. The appointment should be made on merit in accordance with section 7 Local Government and Housing Act 1989. Agreed by Jasbir Josen, Senior Solicitor on 6th February 2020.

APPENDICES

11. The following Appendices are attached to this report:
 - (i) Appendix A - Job Description and Person Specification
 - (ii) Appendix B – Draft Timetable

LIST OF BACKGROUND PAPERS **LOCAL GOVERNMENT ACT 1972, SECTION 100D**

12. There are no background papers relating to this report.

JOB DESCRIPTION

TITLE: Service Director, Operations, Statutory Social Work Services and Early Help and Prevention

POST NO: PREF101039

DEPARTMENT: Children, Families & Education Services

RESPONSIBLE TO: Corporate Director

GRADE: SD1

This role is a critical role to improvement journey we are on in Luton. This role will need to work 'hand in glove ' with the Service Director of Operations to take forward the development of practice and to support the transformational and improvement journey we are on. We are committed to the delivery of a Senior Integrated Leadership Team for the effective delivery of Luton Children's Services. This role will play a key role to support the effective model of delivery.

MISSION:

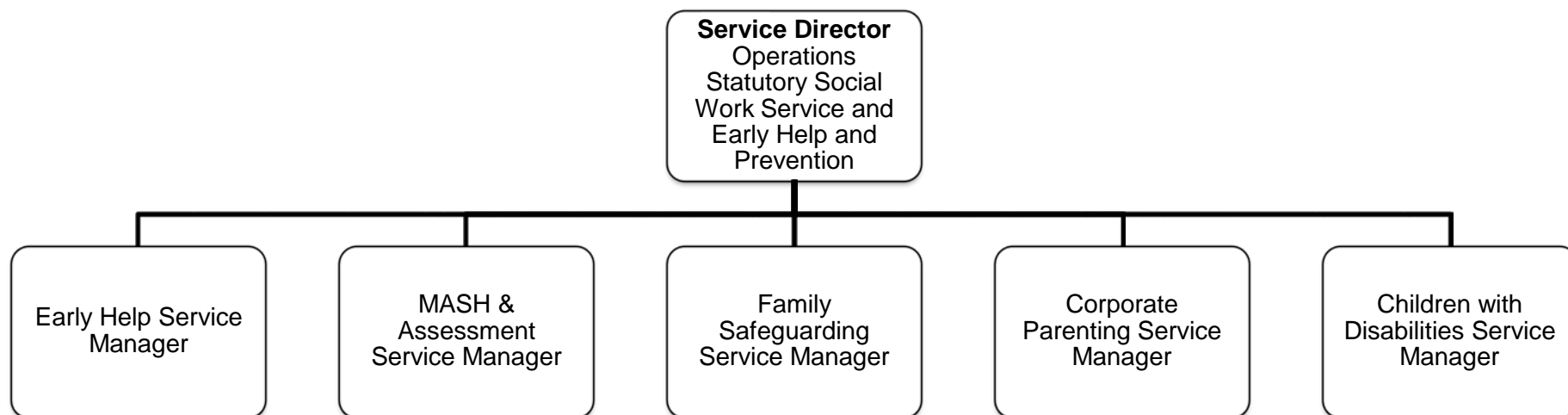
Putting children, young people and their families at the heart of everything that we do

PORTFOLIO:

- Prevention & Early Intervention – Early Help
- Children with Disabilities
- MASH & Assessment
- Family Safeguarding Teams
- Corporate Parenting responsibilities

Luton is working to better integrate its model of delivery to ensure the effective delivery of services for the children and families of Luton. The portfolio of responsibilities may be subject to change as the Council takes forward its transformation change programme.

ORGANISATION CHART:



KEY ROLE OF LUTON SERVICE DIRECTORS

Leader:

As a member of Luton Borough Council's Senior Management Team you are responsible for the visible leadership of the Council's staff and on behalf of the community, attending and promoting civic events where appropriate with particular focus on those areas under your direct control. You will contribute to the delivery of the Council's objectives through your systems and thought leadership, acting at all times in an exemplary fashion consistent with the Council's core values and ethos.

Management:

As a member of Luton Borough Council's Senior Management Team you are responsible for the active management of resources assigned to you, ensuring that at all times you manage the people, finance and assets under your control consistent with the expeditious delivery of the Council's Corporate Plan, and with delivery of best value for the residents of Luton.

Performance:

As a member of Luton Borough Council's Senior Management Team, you are to relentlessly drive performance within the areas under your direct control, to deliver optimum balance between performance, quality, cost and productivity consistent with the Council's agreed performance standards and Corporate Plan.

KEY OBJECTIVES:

To support the Corporate Management Team and the Council in formulating and delivering the Borough Council's strategic policy agenda for fulfilling its Community leadership role.

To provide the leadership and vision for the activities as defined in that attached portfolio and deliver service outcomes. Motivate staff to deliver high levels of performance and to develop their full potential.

Advise the Corporate Director, Executive and Council on all aspects of the services the post holder is responsible for and support the administration in the delivery of its priorities.

Luton leaders will discover new ways to reduce the cost of services to taxpayers; and their overall productivity and value for money to service users through a range of approaches, including: digital and the strategic re-design of services and their costs; the use of business and operational process improvements; the smarter use of supply (through out-sourcing, co-sourcing and insourcing where appropriate); the better use of demand management; and improved asset management.

From time to time, the areas under your direct control may vary on a temporary or permanent basis. When this occurs, the relative job size will

remain within the parameters of the grade for your role, as assessed through the Council's job evaluation scheme for Service Directors/Corporate Directors. Any changes will be subject to consultation with you, in the usual way and in line with the Council's constitution for appointment to Service Director / Corporate Director roles. In addition any changes must comply with statutory requirements for the role.

Luton leaders will ensure they make an active contribution to the council's commitment to fulfil its corporate parenting responsibilities.

To commission the delivery of integrated, accessible, high quality services to local people and to bring about continuous improvement year on year.

To act as a champion and lead on one or more specified themes within the Council's Corporate Plan, to ensure their development across all aspects of the Council's services.

As required, to work in partnership with Elected Members and a variety of stakeholders to secure joined up working and look after local interests.

To act as an "ambassador" for and to promote the Council locally, regionally and nationally.

To ensure the Council meets its statutory obligations and that the highest standards of probity and good conduct are maintained at all times.

KEY ACCOUNTABILITIES

Strategic Management

To make an active and positive contribution to the Council's strategic plans and policies, as well as to the process of implementing cultural change and organisational development and facilitate the creation of a common purpose across the organisation, by working across cross cutting areas collaboratively as a member of the Senior Management team.

To take collective and strategic responsibility for ensuring that the Council's decisions and policies are implemented.

To implement the Council's modernisation agenda, by providing support at all levels and by promoting the active participation of local people in the Council's affairs.

To seek innovative and creative solutions to meeting the Council's need to bring about change and improvement within finite resources.

To promote equality of opportunity and access in service delivery and in the employment of staff.

Luton leaders will oversee and ensure that all services/functions are delivered within and to budget, and that effective, proactive medium term financial and service strategy is in place to increase impact, reduce net costs and achieve outcomes to the overall council and community.

To consider and implement good practice relating to climate change.

To communicate the Borough's vision, the Council's mission, priorities, objectives, and processes effectively, both internally to staff and externally to partners, agencies and the public.

To lead by example by promoting at all times the Council's ethos and values.

Service, Quality and Performance Management

To ensure a strong vision for the service areas under your control which delivers ambitious, innovative and forward thinking approaches. Ensure the work of services is high quality and achieves its objectives, by effective performance and risk management, and strong operational and strategic financial management.

To ensure the formulation, implementation, monitoring and evidence based evaluation of statutory and non-statutory service and business plans for each of your service areas, developing innovative strategies that will ensure the achievement of planned outcomes. Identify, analyse and respond to changing trends, patterns of demand and performance issues, as required.

To ensure that service delivery and planning takes account of, and is benchmarked against, national and local performance indicators and contributes to the objectives and targets set out in the Council's Corporate Plan and your Service Plan.

Ensure the embedding of a digital focus applied across the whole of the way we work, in service plans and outcomes.

To put in place effective arrangements for agreeing personal targets for all staff within your service area and for regularly appraising and reporting on their performance as required by the Council's Personal Performance Appraisal.

Contribute to the leadership of the organisation, ensuring a high calibre, motivated and effective and empowered workforce, and one that is nurturing the leaders of the future. Acknowledge good performance and tackle poor performance positively and effectively.

To identify and provide opportunities for meeting the professional development needs of senior managers within the Directorate.

To be accountable for personal performance, through meeting agreed personal targets and through undertaking planned programmes of professional development.

To be accountable for ensuring the highest standards of health and safety across the Council and, more specifically, within areas under your direct control.

Resource Management

To regularly review and evaluate the resource requirements of your services, in terms of both maintaining essential service delivery and proactively bringing about improvement, development and efficiency.

To ensure the efficient and imaginative management of all resources within budget (staff, finance, property and information), in support of the Council's agreed targets for service delivery, outcomes and improvement for cost reduction and service efficiency.

To demonstrate an entrepreneurial approach to identifying and pursuing as appropriate, all additional sources of funding or other resources, which could be used to augment those provided by the Council, ensuring that any special accounting or evaluation requirements involved are complied with, and are fully compliant with the Council's financial regulations.

To work closely with other agencies and partners to improve the impact of the way in which budgets are spent and resources are allocated.

Represent the Council by promoting its image and reputation on a National and Regional stage, helping to influence national and regional policies and strategies in the post holders' area and across the Council areas.

Lead by example in championing and furthering equality and diversity within the workplace and in the delivery of service outcomes.

Partnership Working and Communication

Luton leaders create a culture of working with and through delivery partners to achieve outcomes, building strategic partnerships with clients and stakeholders to negotiate deliverables and commission the delivery of integrated, accessible, high quality services to local people and to bring about continuous improvement year on year to the borough. They actively shape the external environment for success of the Borough, whilst balancing the needs and expectations on such a diverse community.

To develop and maintain the wider networks and partnerships the Council needs to deliver its community leadership.

To actively foster and develop positive relationships with all local agencies and partners, including the voluntary sector and local business, as well as with other statutory bodies at regional and national levels.

To develop and implement effective arrangements for formal consultation, with local agencies and partners and with the public, on service planning and delivery issues to ensure a strong and effective voice for residents and service users in the shaping and improvement of services and strategies.

To contribute to the Council's Corporate Communication Strategy, which includes maintaining positive relationships with the media, dealing with and responding to enquiries and taking advantage of public relations and media opportunities as appropriate.

PRINCIPAL SPECIFIC RESPONSIBILITIES:

ANNEX A:

Lead, manage and have overall operational responsibility for the following services;

- Prevention & Early Intervention – Early Help
- Children with Disabilities
- MASH & Assessment
- Family Safeguarding Teams
- Corporate Parenting Services including 18 Plus
- To work ‘hand in glove’ with the service director for transformation and quality who will have responsibility for some specialist services , to ensure together you develop and lead one ‘integrated children’s services delivery team

DIMENSIONS:

Supervisory Management: 303 approx.

Financial Resources: £34,675,671

Physical Resources: N/A

Other: N/A

ADDITIONAL INFORMATION:

Physical Effort: N/A.

Working Environment: N/A

Person Specification (including key competencies)**ANNEX B**

This acts as selection criteria and gives an outline of the types of person and the characteristics required to do the job.

Essential (E):- without which candidate would be rejected

Desirable (D):- useful for choosing between two good candidates.

Please make sure, when completing your application form, you give <u>clear examples</u> of how you meet the <u>essential and desirable</u> criteria.				
Attributes	Essential	How Measured	Desirable	How Measured
Experience	Successful track record and background of consistent achievement as a senior manager including strategic management of transformation programmes, operational performance and financial budgets.	1,2		
	A proven track record of managing regulated services as demonstrated through successful inspection outcomes.	1,2		
	Demonstrable experience of effective working with a broad range of partners and stakeholders from the community, government and businesses.	1,2		
	In-depth broad experience of taking responsibility for safeguarding practices and standards in Children's services.	1,2		
Key Competencies Skills / Abilities	Partnership & Community Working Able to work effectively with partners and the community demonstrating drive and passion to understand and	2	Understanding of political perspectives, the ability to work with members. Demonstrate a national and local political awareness and	

	<p>achieve joint goals and objectives, sharing information and valuing others experience and expertise.</p> <p>People Management Able to manage and develop individuals and teams, including recruitment and selection, work planning, work allocation, appraisal and development, performance, motivation and leadership.</p> <p>Visible Leadership Able to provide visible and visionary leadership that inspires employee's to meet organisational challenges and maximises employee's personal potential.</p> <p>Problem Solving & Decision Making Able to grasp and comprehend a situation, it's component parts and implications, and find and organise practical and effective resolutions by making and acting on sound decisions.</p> <p>Vision setting Strategic Thinking and planning Able to stand back and consider the strategic 'bigger picture' including setting the long term plan and delivering the vision for the way forward.</p> <p>Leading Change and Driving Performance Able to lead and manage change through all levels of the organisation to achieve</p>	<p>2</p> <p>2</p> <p>2</p> <p>2</p> <p>2</p>	<p>knowledge.</p>	
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	<p>improved performance.</p> <p>Commissioning Procurement Able to procure and commission products, equipment, services, systems and facilities.</p> <p>Financial Management Able to undertake (non-professional) financial/budget/cost centre management including, at the highest level, divisional/departamental/strategic financial management.</p> <p>Commercial Awareness Able to understand and apply business and commercial principles to the service, considering costs, profits, markets and added value.</p>	<p>2</p> <p>2</p> <p>2</p>		
Equality Issues	Demonstrable knowledge and understanding of equality issues and legislation and, in particular, how they impact on work with communities - able to integrate equality policies into business plans, strategies, service delivery and employment practices.	1, 2		
Specialist Knowledge	Understanding of current relevant legislation, inspection readiness and statutory requirements for Children's Services and specifically safeguarding	1,2	Able to demonstrate an excellent working knowledge of and empathy with the legislation impacting upon Children's Services.	1, 2
Education and Training	<p>Evidence of continued professional leadership management I and personal development</p> <p>Professionally qualified in Social Work.</p>	<p>1, 2, 4</p> <p>1, 2, 4</p>		

APPENDIX A

	Membership of HCPC	1, 2, 4		
Other Requirements	Able to attend meetings outside office hours and work in other activities at weekends and in the evening.	1, 2		

(1 = Application Form 2 = Interview 3 = Test 4 = Proof of Qualification 5 = Practical Exercise)

We will consider any reasonable adjustments under the terms of the Equality Act 2010, to enable an applicant with a disability (as defined under the Act) to meet the requirements of the post.

The Job-holder will ensure that Luton Borough Council's policies are reflected in all aspects of his/her work, in particular those relating to;

- (i) Equalities Act (2010)
- (ii) Health and Safety
- (iii) Data Protection (2018) & General Data Protection Regulations (2018)

Luton Borough Council - Competency Framework
(Available on request from HR)

ANNEX C



Luton Council

Service Director Operations, Statutory Social Work Services, & Early Help & Prevention

Draft Recruitment Timetable

Timing	Activity
w/c 17 February	Member Panel agree to commence recruitment
w/c 24 February	Search commences and advertising commences
16 March	Closing date
18 March	Luton confirm longlist
w/c 23 March	Longlist Interviews with CD and Consultant
w/c 6 April	Short list meeting with Members
w/c 20 April	Assessment Centre and Final Interviews

Easter Holiday 6th to 17th April 2020